



State Workforce Services Operational Business Plan

Fiscal Year 2002 (Approved 12 July 2001)

This plan was developed cooperatively between the State Council and Regional Councils on Workforce Services to deliver workforce services to the citizens and employers of the state of Utah

Vision

The vision statement for the Department of Workforce Services (DWS) states:

We will set the national standard of a high-quality workforce by being the employment connecting point for employees, job seekers, and the community.

This plan is the guiding document for the DWS. It is required by state law, which specifies its components. However, it includes much more information because it is the strategic and operational plan to accomplish the mission of DWS...

The mission of the Department of Workforce Services is to provide quality, accessible, and comprehensive employment-related and supportive services responsive to the needs of employers, job seekers, and the community.

In January 1999, the State and Regional Councils on Workforce Services convened a strategic planning session to set five year vision for implementation of the Workforce Investment Act (WIA) and therefore DWS. In January 2000, they met again to evaluate the progress toward that vision and to establish and set the necessary goals for the coming year to continue on the path to achieving that vision. A year later, in February 2001, members of the State and Regional Councils met again to assess what had been accomplished, discuss what still remained to be done, identify barriers to ultimate success, and set a new five year vision.

That five year vision set by the State and Regional Councils portends that the workforce services system will:

- Be focused on continuous improvement to further streamline services and exploit cost efficiencies.
- Continue to implement the use of new and existing Internet and related technology to provide maximum access to DWS services by its customers. DWS will make advances in technology that allow customers, especially in rural areas, to access workforce services via the Internet through schools, libraries, and DWS self-help centers. This will be more cost effective than a "bookmobile" approach. Storefront centers, based on experience, will be limited or abandoned because they are forced to limit services by their nature. Out-stationed, co-branded sites are prevalent and working well.
- Revise performance standards and established benchmarks as necessary as more historical data becomes available. DWS will provide the information in a format that will educate State and Regional Council members, allow them to fully understand the measures, and provide them the opportunity to determine the effectiveness of the system.

- Have a comprehensive and successful youth strategy to make sure youth are prepared for the real world of work by partnering with industry and education. The State and Regional Councils and DWS will increase marketing to educators to keep them aware of the changing job skill needs as well as the programs available to youth.
- Have increased the importance of the employer-customer in the workforce development system.
- Work toward ever better use of supportive services (including training) to enhance self reliance beyond the first job, to a better job, and then to a career.
- Have created a quality work life for DWS employees, recognizing that the employees are the most important asset of the organization.
- Have developed and implemented a strategy to successfully coordinate with the Department of Community and Economic Development (DCED).

Goals

In January 2001, the DWS management team set its annual goals for the workforce services system. A month later, members of the State and Regional Councils on Workforce Services evaluated, edited, and endorsed them, while setting some additional goals. Hence, the final goals are:

- Goal one: Set the standard for the state as an organization that supports a high quality work life. Critical objectives include:
 - < DWS should adopt an objective to improve workplace satisfaction
 - < Staff awareness of the benefits already available would be a step forward
 - < Benefit should be presented as recognizable part of “family friendly benefit program”
 - < Bottom-up communication should be enhanced
 - < Change and reorganization, wherever possible, should be managed and planned
 - < “Hold the course”
 - < It is important determine how to effectively decrease staff turnover
- Goal two: Maximize convenience for external and internal customers through technology. Critical objectives include:
 - < Complete UWORKS (operating system)
 - < Internet Unemployment Insurance claims
 - < Front end PACMIS (case management system) and imaging
 - < Explore data broker systems
 - < New technology must be able to “talk” to old systems
 - < Expertise to upgrade and support desktop technology
 - < Teleconference for face-to-face
- Goal three: Develop and implement a comprehensive vision and mission to address eligibility and quality child care issues. Critical objectives include:
 - < DWS must define its vision, mission, and roles for child care services and the Office of Child Care
 - < Enhanced role of the Child Care Advisory Committee
 - < Define success by researching other state models

- Goal four: Develop and implement a standardized statewide supportive services eligibility process that is consistent with DWS' vision, mission, and unifying principles. Critical objectives include:
 - < Develop and implement a simplified and standardized statewide process for initial and ongoing supportive services eligibility
 - < Meet or exceed performance measures on all levels including food stamp payments
 - < Implement statewide eligibility training including new and experienced workers on an ongoing basis
 - < Implement a bi-directional communication plan that includes all interested parties

- Goal five: Create a culture of service quality for all DWS services consistent with the DWS vision of being a national leader. Critical objectives include:
 - < Simplify and standardize policy and procedures for all DWS programs and business processes with consistent implementation across divisions and regions.
 - < Develop and adopt DWS quality model in place for the next year so every step is a value added step and apply consistently across DWS.
 - < Consistent standardized training system for initial, updates, and refresher courses for all employees (i.e., training academy, provide updates, system to raise competency, etc.)
 - < Capture the "heart" of DWS employees to embrace quality culture

- Goal six: Develop a management information system (MIS) that allows the State and Regional Councils to monitor the effectiveness of the workforce services system. Critical objectives include:
 - < Identify the information to be included in the MIS reports
 - < State and Regional Councils will evaluate the reports and modify them as needed
 - < State and Regional Councils will be able to access the information electronically and at will
 - < State and Regional Councils will learn what the information and data represent, learn to interpret them, and use them in their decision-making

State Statutory Components

A: Projected analysis of the workforce needs of employers and clients		
Strategies/activities to accomplish this goal	Success measures	Who is responsible?
Produce the biannual <i>Utah Job Outlook</i> as well as quarterly and monthly newsletters	Timely and accurate data available via the DWS Website	Workforce Information
Review the Workforce Improvement Plan (including the continued exploration of labor shortages) to contain options and strategies for: <ul style="list-style-type: none"> Developing jobs targeted to special needs populations Enhancing existing workforce through training or other methods Marketing of groups of potential employees with special skills or needs, and Consulting with public and private employers to target specific existing or future employment needs of the state 	Documentation of the labor shortages, special populations' needs, and future employment needs of the state; and suggestions to the Governor for immediate short- and long-term solutions	State Council (Workforce Improvement and Coordination Committee)
Respond to Governor's directives concerning the recommendations to address labor shortages, special populations' needs, and future employment needs of the state; and evaluating progress	Implementation of strategies/activities recommended in the Workforce Improvement Plan	(Coordinated by) State Council (Workforce Improvement and Coordination Committee)
Create and assign State Council task force to further explore these issues	Task force formed and work commences	Top be determined by State Council Chair

B: Policy standards in programs and process when required by statute or considered necessary by the Council to ensure statewide program consistency among regional workforce services areas		
Strategies/activities to accomplish this goal	Success measures	Who is responsible?

Formal written policies/rules for DWS Services	Policies/rules in place and constantly updated	Service Delivery Support
Create a policy/procedures telephone and e-mail help desk for front-line service providers	In place and functioning by 1 July 2001	Human Resources, Workforce Information Technology, and Service Delivery Support
Provide on-site/on-call policy and procedures consultants for each Employment Center and Eligibility Service Center	In place and functioning by 1 July 2001	Employment Development and Service Delivery Support
Establish statewide training academies for eligibility specialists and employment counselors	In place and functioning by 1 July 2001	Employment Development and Service Delivery Support
Establish a system of ongoing training for experienced eligibility specialists and employment counselors	In place and functioning by 1 July 2001	Employment Development and Service Delivery Support
Establish a certification system for eligibility specialists and employment counselors	In place and functioning by 1 July 2001	Employment Development and Service Delivery Support
Develop statewide eligibility design	In place and functioning by 1 July 2001	Employment Development and Service Delivery Support

C: State outcome-based standards for measuring program performance to ensure equitable service to all clients

Strategies/activities to accomplish this goal	Success measures	Who is responsible?
Monitor performance via management information system reports to be designed and updated by the State and Regional Councils	Reports that met the needs of the State and Regional Councils	State Council and Management Information Systems

D: State oversight systems to review regional compliance with state policies

Strategies/activities to accomplish this goal	Success measures	Who is responsible?
Adherence to the state monitoring plan	Completion of identified monitoring events by June 30, 2002	Service Delivery Support
On-site program evaluation reviews	Completion of reviews and formal reports of results to be shared with Regional Councils by June 30, 2002	Service Delivery Support

E: Elements of regional workforce services plans that relate to statewide initiatives and programs

Strategies/activities to accomplish this goal	Success measures	Who is responsible?
Gather regional workforce services plan elements that relate to statewide goals	Quarterly status reports	State Council on Workforce Services

F: Strategies to ensure program responsiveness, universal access, unified case management

Strategies/activities to accomplish this goal	Success measures	Who is responsible?
Operationalization of this plan	Performance measures	Deputy Directors

G: Strategies to eliminate unnecessary barriers to access services

Strategies/activities to accomplish this goal	Success measures	Who is responsible?
Development and implementation of the final phases of UWORKS (DWS operating system)	Completion by 30 June 2002	Workforce Information Technology and Service Delivery Support

H: Strategies to provide assistance to employees facing employment dislocation and their employers

Strategies/activities to accomplish this goal	Success measures	Who is responsible?
Contained in the Strategic Five-Year State Workforce Investment Plan (WIA and Wagner-Peyser)	Plan specific internal performance standards and quality evaluation	Service Delivery Support and Workforce Information

Regional Statutory Components

Central Region

A: Projected analysis of the regional workforce needs of employers and clients

Strategies/activities to accomplish this goal	Success measures	Who is responsible?
Utilize the regional data contained in the biannual <i>Utah Job Outlook</i> , quarterly newsletters, and specialized Workforce Information reports.	Survey results for employers and job seekers.	Regional Council and Regional Director

B: Assurances that state policy standards will be incorporated into the regional workforce services design

Strategies/activities to accomplish this goal	Success measures	Who is responsible?
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Implementation of the Design Team recommendations.	Regional Review Team will monitor annually and report results.	Regional Director and EC Managers
Implementation of the goals contained within the Regional Workforce Services Plan.	Submission of Quarterly Status Reports to the State Council on Workforce Services	Regional Council on Workforce Services

C: A regional budget outlining administration and customer support and services expenditures		
Strategies/activities to accomplish this goal	Success measures	Who is responsible?
<i>Regional budgets from the Division of Finance will be monitored by available reports and the budget information will be shared with the Regional Council on Workforce Services.</i>	<i>The Region will remain within budget and contain or reduce administrative costs as compared to service expenditures.</i>	Regional Director

D: The location of employment centers and staff levels to deliver services		
Strategies/activities to accomplish this goal	Success measures	Who is responsible?
Utilizing Workload distribution data	Region will implement DWS staff allocation model.	Regional Director and Employment Center Managers
Implementation of data collected and long-term planning.	Development of a five-year plan for location of employment centers in the region.	Regional Council on Workforce Services

E: The services to be provided including assessment and support services, job training options, job placement, and employer outreach		
Strategies/activities to accomplish this goal	Success measures	Who is responsible?
Adherence to policy	State monitoring events and reports	SDS and Program Evaluation Specialists outstationed in the region.
Regional Council on Workforce Services Goals	Goals are developed and progress monitored quarterly	Regional Council on workforce Services

F: Identification of targeted occupations for which training will be approved		
Strategies/activities to accomplish this goal	Success measures	Who is responsible?
Utilize Workforce Information data to determine specific training options	Achievement of performance standards negotiated under WIA	Regional Council on Workforce Services

G: Regional outcome-based performance standards that ensure equitable services to all clients		
Strategies/activities to accomplish this goal	Success measures	Who is responsible?
Regional Council goals will address issues that improve services for employers, job seekers, and the community	The contribution of Central Region to the overall success as measured by the state performance measures.	Regional Director & Regional Council on Workforce Services

H: Regional oversight processes that include a process to evaluate program effectiveness and develop plans to improve programs		
Strategies/activities to accomplish this goal	Success measures	Who is responsible?
Reports to evaluate performance standards progress	Quarterly Status Reports	SDS Management Information System (WIPS)
Based upon interpretation of report data, recommendations for improvement within the Central Region (as needed)	Progress review quarterly	Regional Council on Workforce Services
Full participation and response to state monitoring activities in the regions	Annual status report	Regional Director

I: Internal and external marketing strategies to improve the understanding and visibility of regional workforce services efforts		
Strategies/activities to accomplish this goal	Success measures	Who is responsible?
Develop a regional marketing plan with strategies consistent with the state marketing plan	Quarterly status Reports	Regional Council on Workforce Services

J: Coordination of apprenticeship training		
Strategies/activities to accomplish this goal	Success measures	Who is responsible?
Implement apprenticeship state policy region-wide.	Establish benchmarks for apprenticeships	Regional Council on Workforce Services

K: Strategies to provide assistance to employees facing employment dislocation and their employers		
Strategies/activities to accomplish this goal	Success measures	Who is responsible?
Full participation with the state Direct Response Unit for targeted employers per the Workforce Investment Act.	Coordinated efforts with Rapid Response Unit and through the Business Services Center staff.	Employer Services Supervisor

Mountainland Region

A: Projected analysis of the regional workforce needs of employers and clients		
Strategies/activities to accomplish this goal	Success measures	Who is responsible?
<p>Utilize the regional data contained in the biannual <i>Utah Job Outlook</i>, quarterly newsletters, and specialized Workforce Information reports.</p> <p>Mountainland Region will utilize available Workforce Information for job seeking and employer customers. This information is available on the Intranet site and includes the Utah Job Outlook and other information to assist customers. Business consultants will receive Workforce Information training and will utilize the regional economist as a resource for specific needs. Employment Counselors will utilize information in customer employment plans, while Information Specialists will provide staff-assisted support to customers in job connection areas.</p> <p>Employment Centers will be monitored once per year to review the use of Workforce Information in employment plans. Business consultants and Information Specialists will also be monitored on effective use of this information.</p>	<p>Information is used in the development of the customer employment plans, employer marketing activities/strategies, other service delivery issues, etc.</p> <p>Findings of office monitoring</p>	<p>Regional Council and Regional Director</p> <p>Program Team will train and monitor staff on the use of Workforce Information</p> <p>Service Delivery and Support</p>

B: Assurances that state policy standards will be incorporated into the regional workforce services design		
Strategies/activities to accomplish this goal	Success measures	Who is responsible?
Operationalization of this plan	Regular reports to the State Council and performance measures	Regional Council

Mountainland Region will continue to monitor and implement Service Delivery Design. This includes completing action plans developed from Service Delivery assessments. Program staff “consultants” will be used in this process to facilitate changes on regional and state levels.	Regional Director, results of Service Delivery Design monitoring	Region Managers, Program Team consultants
Implementation of the goals outlined in the Region Operational Plan.	Submission of quarterly results to the Regional Council	Regional Director
Progress and goals will be monitored quarterly.		Program Staff

C: A regional budget outlining administration and customer support and services expenditures		
Strategies/activities to accomplish this goal	Success measures	Who is responsible?
Monitor budget by utilizing budget reports obtained from Division of Finance	Remain within budget and contain or reduce administrative costs as compared with service expenditures while consistently looking for cost efficiencies	Regional Director and Administrative Services Manger
Develop regional contract process, ie: research contract requirements, develop, monitor, track and coordinate.	Comprehensive Implementation Plan	Regional Council Administrative Services sub-committee

D: The location of employment centers and staff levels to deliver services		
Strategies/activities to accomplish this goal	Success measures	Who is responsible?
Utilize workload distribution and staffing allocation data	Regional Councils on Workforce Services have pertinent information for decision-making	Regional Director and Employment Center Managers
Utilize the labor market information system	Good forecasting data	Regional Council
	Five year facilities plan	Regional Council
Interpretation of data collected and long-term planning	Facilities Contract	Payson Manager, Administrative Services

Finalize location for new Spanish Fork Employment Center	Comprehensive Implementation Plan	team, Regional Council Regional Council Administrative Services sub-committee
Research staffing issues in regards to morale and turnover		

E: The services to be provided including assessment and support services, job training options, job placement, and employer outreach

Strategies/activities to accomplish this goal	Success measures	Who is responsible?
Adherence to policy and procedure	State monitoring events and reports	Service Delivery Support and Program Evaluation Specialists
The intensive and business case staffing model developed in the region will be used to check service level and program compliance.	State monitoring, supervisor edit process	EC managers, Program Staff
Supervisor case edits will be used to monitor program integrity. Edits will create data to provide information for office and team quality improvement plans and goals.	Accuracy rates, data reports	Region Managers and Supervisors
Increase access to DWS services to population of working poor	Comprehensive Implementation Plan	State Council Planning sub-committee
Regional Council members will participate in "Mystery Shopping" in region offices to determine levels of compliance and customer service.	Findings from visits and resulting improvement plans	Regional Council

F: Identification of targeted occupations for which training will be approved

Strategies/activities to accomplish this goal	Success measures	Who is responsible?
Use Workforce Information data to determine very specific training options Mountainland Region will utilize the Approved Vendor list in conjunction with occupations in demand when considering vendor applications. The Regional Council will approve or deny vendors based on this information.	Achievement of fair share of performance standards negotiated under WIA	Regional Council, program staff

G: Regional outcome-based performance standards that ensure equitable services to all clients		
Strategies/activities to accomplish this goal	Success measures	Who is responsible?
<p>Mountainland Region will utilize outcome reports to monitor and evaluate performance standards. Offices will benchmark their own performance and focus goals and activities on continuous improvement in Key Business Processes. Best Practices will be identified and used where appropriate.</p> <p>Data will be generated for the Regional Council to enable them to monitor and forecast trends and issues.</p>	<p>Performance measures</p> <p>Regional Council input and expertise in regional operations</p>	<p>Regional Council, Regional Director and Regional Managers</p> <p>Program Staff</p>

H: Regional oversight processes that include a process to evaluate program effectiveness and develop plans to improve programs		
Strategies/activities to accomplish this goal	Success measures	Who is responsible?
<p>Reports to evaluate performance standards progress</p> <p>Based upon interpretation of report data, recommendations for improvement (as needed)</p> <p>Full participation and response to state monitoring activities in the regions</p> <p>Mountainland Region will fully cooperate and participate in on-site monitoring of all region offices. Findings from reviews will drive improvement plans to resolve issues and improve program integrity.</p>	<p>Any regional efforts to monitor specific processes or outcomes</p> <p>Specific actions taken toward improvements</p> <p>State report on monitoring outcomes and recommendations</p> <p>Improvement plans</p>	<p>Management Information Systems</p> <p>Regional Council</p> <p>Regional Director</p> <p>SDS monitoring team, Region Managers</p>

I: Internal and external marketing strategies to improve the understanding and visibility of regional workforce services efforts		
Strategies/activities to accomplish this goal	Success measures	Who is responsible?
<p>Mountainland Region will continue to refine and implement the Regional Business Services Plan.</p>	<p>Report progress on marketing plan implementation and outcomes to State Council</p>	<p>Joyce Johnson, EC Managers and Program Staff</p>

Organize a workgroup to research the effectiveness of the current region business service strategy and make recommendations for improvements.	Report on findings	Workgroup members
Address issues surrounding qualified applicants/employers and perceptions of DWS services	Comprehensive Implementation Plan	State Council Marketing and Planning sub-committee
Development of Employer e-mail system	Comprehensive Implementation Plan	State Council Marketing sub-committee
Promote, educate and raise legislative awareness on important issues impacting the department.	Comprehensive Implementation Plan	Regional Council

J: Coordination of apprenticeship training		
Strategies/activities to accomplish this goal	Success measures	Who is responsible?
Adherence to apprenticeship state policy region wide	Utilization (<i>provide numbers</i>) of apprenticeship program participants by Employment Center	Program Staff
Mountainland Region will expand apprenticeship opportunities by certifying employment counselors in each office.	Increased awareness, use of program	Program Staff

K: Strategies to provide assistance to employees facing employment dislocation and their employers		
Strategies/activities to accomplish this goal	Success measures	Who is responsible?
Full participation with the state Rapid Response Unit for targeted employers as per the WIA	Coordinated efforts with Rapid Response Unit and outcomes	Regional Director and EC managers
Mountainland Region will continue to adhere to the regional rapid response plan which includes identification and immediate service to employers and employees facing dislocation.	Outcome measures	EC Mangers and program staff

Southeast

A: Projected analysis of the regional workforce needs of employers and clients		
Strategies/activities to accomplish this goal	Success measures	Who is responsible?
Utilize the regional data contained in the biannual <i>Utah Job Outlook</i> , quarterly newsletters, and specialized Workforce Information reports.	Information is used in the development of the customer employment plans, employer marketing activities/strategies, other service delivery issues, etc. It is also used for both the job seeker and the employer.	Regional Council and Regional Director

B: Assurances that state policy standards will be incorporated into the regional workforce services design		
Strategies/activities to accomplish this goal	Success measures	Who is responsible?
Operation of this plan	Regular reports to the State Council and performance measures	Regional Council, Regional Director and EC Managers

C: A regional budget outlining administration and customer support and services expenditures		
Strategies/activities to accomplish this goal	Success measures	Who is responsible?
<i>Monitor regional budget by utilizing budget reports obtained from Division of Finance</i>	<i>Monitor expenditures continually to ensure the region remains within budget. Contain or reduce administrative costs whenever possible as compared with service expenditures while consistently looking for cost efficiencies. Attend state sponsored fiscal meetings and training programs. Submit quarterly reports to Regional Council.</i>	Regional Director and Administrative Service Manager

D: The location of employment centers and staff levels to deliver services		
Strategies/activities to accomplish this goal	Success measures	Who is responsible?

Utilizing workload distribution and staffing allocation data	Regional Councils on Workforce Services have pertinent information for decision-making	Regional Director and Employment Center Managers
Utilize the labor market information system	Good forecasting data	Regional Council
Interpretation of data collected and long-term planning	Five year facilities plan. All facilities meet employment center design specifications. Building improvements need to be made to Castle Dale and Price Employment Centers. Moab EC will move into their new building June 2001.	Regional Council

E: The services to be provided including assessment and support services, job training options, job placement, and employer outreach

Strategies/activities to accomplish this goal	Success measures	Who is responsible?
Adherence to policy and procedure	State monitoring events and reports	Service Delivery Support and program Evaluation Specialists
Additional regional enhancements	Monitoring and quarterly reports	Regional Council
The Regional Director, state SDS staff will assume the responsibility for dissemination of program policy and procedure, provide training to EC staff and monitor activities and performance levels of all programs to assure that state policies are incorporated in service delivery and policies are followed.		
Performance levels will be reported to the Regional Councils on a quarterly basis at the regular meetings. In addition, service levels will be monitored to ensure that services are provided with parity to all special applicant groups and that equity in services prevails.		

F: Identification of targeted occupations for which training will be approved

Strategies/activities to accomplish this goal	Success measures	Who is responsible?
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<p>Use Workforce Information data to determine very specific training options</p> <p>Employment Counselors will use Workforce Information data to help customers determine training and job options. Training will only be provided for occupations for which there is a demand within the region or in another area to which the customer is willing to relocate.</p>	<p>Achievement of fair share of performance standards negotiated under WIA</p> <p>The performance standards will be monitored quarterly and reported to Regional Council, committees</p>	<p>Regional Council</p> <p>Regional Director and EC Managers</p>
<p>G: Regional outcome-based performance standards that ensure equitable services to all clients</p>		
<p>Strategies/activities to accomplish this goal</p>	<p>Success measures</p>	<p>Who is responsible?</p>

<p>Regional efforts to achieve state performance measures</p> <p>Regional Council goals will address issues that improve services for employers, job seekers and the community.</p> <p>The Region has developed outcome reports that show outcomes by Region and EC. The reports will be used to identify EC processes that are successful in accomplishing DWS' goals.</p> <p>Monitor outcome-based performance standards and report findings to EC Managers for further evaluation.</p> <p>Monitor services to job seekers:</p> <ol style="list-style-type: none"> 5. Percentage increase of individual wages after receiving services 6. Longevity of labor force attachment 7. Customer Service <p>Monitor services to employers:</p> <ol style="list-style-type: none"> 8. Market share (job order and employer) 9. Percentage of job orders filled 10. Cycle time of job order to first referral and job order to first customer service contact 11. Customer service <p>Monitor service quality measures:</p> <ol style="list-style-type: none"> 12. Caseload reduction due to increased earned income 13. Increase in long-term diversions <p>Monitor internal measures:</p> <ol style="list-style-type: none"> 14. Regional administrative expenditures 15. Customer Service 16. Training dollars 	<p>Performance measures</p> <p>The region contributed to the overall success as measured by the state performance measures</p>	<p>Regional Council and Regional Director</p> <p>Regional Council and Regional Director</p>
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H: Regional oversight processes that include a process to evaluate program effectiveness and develop plans to improve programs

Strategies/activities to accomplish this goal	Success measures	Who is responsible?
<p>Reports to evaluate performance standards progress will be provided by SDS staff. Quarterly reports will be provided to the Regional Council on Workforce Services.</p> <p>Based upon interpretation of report data, recommendations for improvement (as needed) will be provided. Respective committees within the Regional Council on Workforce Services play a significant role in evaluating program effectiveness and oversight.</p> <p>Full participation and response to the state monitoring activities in the Region. Performance standards will be regularly tracked while weaknesses and strengths will be identified and addressed.</p>	<p>Regional efforts to monitor specific process or outcomes will be accomplished through QC, edits and reports.</p> <p>Specific actions will be taken toward improvements through best practices, open discussion in staff meetings and training</p> <p>State report on monitoring outcomes and recommendations will be reported to Regional Council quarterly.</p>	<p>Management Information Systems</p> <p>Regional Council and Regional Director</p> <p>Regional Director</p>

I: Internal and external marketing strategies to improve the understanding and visibility of regional workforce services efforts

Strategies/activities to accomplish this goal	Success measures	Who is responsible?
<p>Develop a regional marketing plan with strategies consistent with the state marketing plan. Each Employment Center will contribute to the plan</p> <p>Goals for each EC are to maintain or increase job orders, placements and employer visits per month</p>	<p>Report progress on marketing plan implementation and outcomes to State Council, and Regional Council</p>	<p>Regional Council</p>

J: Coordination of apprenticeship training

Strategies/activities to accomplish this goal	Success measures	Who is responsible?
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<p>Adherence to apprenticeship state policy region wide</p> <p>Apprenticeship opportunities will be incorporated into the mix of training services available through ECs. This training concept provides for meeting the needs of employers seeking skilled employees and, at the same time, providing participants with a way to earn an adequate living while learning a trade that would pay a reasonable salary. The Eastern Region will work with the BAT and College of Eastern Utah. Staff will direct appropriate individuals to enter apprenticeships that will lead to a BAT certificate, or state license and journeyman status. Each of the ECs have trained staff in the apprenticeship program and now have apprenticeship capability.</p>	<p>Utilization (<i>provide numbers</i>) of apprenticeship program participants by Employment Center</p> <p>Employment Centers will track all customers entering an Apprenticeship Program.</p>	<p>Regional Council, Regional Director and EC Managers</p>
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K: Strategies to provide assistance to employees facing employment dislocation and their employers		
Strategies/activities to accomplish this goal	Success measures	Who is responsible?
<p>Full participation with the state Direct Response Unit for targeted employers per the Workforce Investment Act.</p> <p>The Southeast Region will continue to use the Governor's State Rapid Response Team. The purpose is to provide information to the employer and dislocated worker and facilitate assessment to available training programs and services to assist workers in the transition to re-employment.</p> <p>Utilize the members of the Direct Response Unit</p> <p>A system is in place to track numbers, obligations, and expenditures of Dislocated Worker dollars. All data is entered into UWORKS.</p> <p>Additionally, region staff will work diligently with the state Direct Response Unit to pursue funding and benefits for eligible workers who may qualify for Trade Assistance Act (TAA) and Training Readjustment Act (TRA) programs.</p>	<p><i>Coordinated efforts with Rapid Response Unit and outcomes</i></p> <p>Monthly reports will be provided to the Regional Director, Regional Council, EC Managers, and other staff, as deemed necessary.</p> <p>Attend monthly/quarterly Dislocated Worker Liaison meetings. Coordinate efforts with Direct Response Unit</p>	<p>Regional Director and Employment Center Managers</p>

UINTAH BASIN

A: Projected analysis of the regional workforce needs of employers and clients		
Strategies/activities to accomplish this goal	Success measures	Who is responsible?
Utilize the regional data contained in the biannual <i>Utah Job Outlook</i> , quarterly newsletters, and specialized Workforce Information reports.	<i>Information is used in the development of the customer employment plans, employer marketing activities/strategies, other service delivery issues, etc.¹</i>	Regional Council and Regional Director

Employment Projections by Training Level 2000 - 2005 in the Uintah Basin

	Annual Job Openings 2000-2005	Estimated Average Hourly Wage
Accountants & Auditors	5-9	\$19.00
Designers, Excluding Interior	10	\$8.80
Education Administrators	5-9	\$24.70
Insurance Sales Agents	5-9	\$18.50*
Managers, General & Top Executives	5-9	\$22.80
Public Relations Specialists	5-9	\$14.00
Social Workers, Medical/Psychiatric	10	\$15.50*
Teachers, Elementary School	5-9	\$16.70
Teachers, Secondary School	10	\$16.00
Automotive Mechanics/Service Technicians	5-9	\$12.60
Cosmetologists & Hairdressers	5-9	\$7.80*
Emergency Medical Technicians/Paramedics	5-9	\$8.80
Registered Nurses	5-9	\$17.70

	Annual Job Openings 2000-2005	Estimated Average Hourly Wage
First Line Supervisors, Marketing/Sales	30	\$12.50

¹Italicized items in this section reflect information to be completed or augmented by the Regional Council.

First Line Supervisors, Mechanics/Repairers	5-9	\$21.40
Forest Fire Inspectors/Prevention Specilsts	5-9	NA
Instructors, Adult (Non-Voc Ed)	5-9	\$9.50
Managers, Food Service & Lodging	10	\$14.50
Teachers/Instructors, Voc Ed & Training	5-9	\$17.00*

Unless noted with (*), wages are for rural Utah counties.

* Statewide wages.

	Annual Job Openings 2000-2005	Estimated Average Hourly Wage
Cooks, Institution/Cafeteria	5-9	\$8.50
Cooks, Restaurant	5-9	\$8.10
Correctional Officers	5-9	\$13.50*
Diesel Engine Mechanics	5-9	\$14.70
Fire Fighters	5-9	\$9.50*
Maintenance Repairers, General Utility	10	\$11.60
Sheriffs & Deputy Sheriffs	5-9	\$14.20
Accounting & Bookkeeping Clerks	5-9	\$10.10
Secretaries	5-9	\$9.60

	Annual Job Openings 2000-2005	Estimated Average Hourly Wage
Cashiers	40	\$6.90
Child Care Workers	5-9	\$6.30
Cooks, Short Order	5-9	NA
Counter Attendants/Lunchroom/Cafeteria	10	\$6.00
Farm Workers, Excl Agricltr Services	60	NA
Food Preparation Workers	10	\$6.60
Guides	10	NA
Hotel/Motel/Resort Desk Clerk	5-9	\$7.30
Janitors & Cleaners	10	\$8.10
Laborers, Landscaping/Groundskeeping	20	\$8.60
Library Assistant & Bookmobile Driver	5-9	\$7.80
Maids & Housekeeping Cleaners	10	\$6.80
Meter Readers, Utilities	5-9	\$12.30*
Office Clerks, General	10	\$9.10
Reception & Information Clerk	5-9	\$7.90
Sales Clerks, Retail	40	\$7.90
Teacher Aides, Paraprofessional	10	\$8.00
Truck Drivers, Heavy	30	\$14.80
Truck Drivers, Light	10	\$10.90
Waiters & Waitresses	30	\$5.80

Source: Utah Department of Workforce Services; Economic and Data Analysis.

Unless noted with (*), wages are for rural Utah counties.

* Statewide wages.

B: Assurances that state policy standards will be incorporated into the regional workforce services design		
Strategies/activities to accomplish this goal	Success measures	Who is responsible?
Operationalization of this plan	Regular reports to the State Council and performance measures	Regional Council
<p>The Regional Director, support staff, and the Regional Program Manager will assume the responsibility for dissemination of program policy and procedure, provide training to EC staff and monitor activities and performance levels of all programs to assure that state policies are incorporated in service delivery and policies are followed.</p> <p>Performance levels will be reported to the Regional Council on Workforce Services on a quarterly basis at the regular meetings. In addition, service levels will be monitored to ensure that services are provided with parity to all special applicant groups and that equity in services prevails.</p> <p>The administrative entity will ensure that equal opportunity laws are incorporated into all programs. This will be accomplished by the dissemination of information regarding equal opportunity to each participant upon enrollment; and by following the equal opportunity requirements in its policies and procedures manual.</p> <p>A full range of employment services including assessment, support services, job training, job placement, and employer services will be provided full-time at the following Employment Centers: Roosevelt, Vernal, Blanding, Castle Dale, Moab, Monticello, and Price.</p>	Results of audits and office reviews. (Council members will be asked to be involved in audit reviews, and to review results.)	<p>Judy Chambley Shelly Ivie Douglas Horseley</p> <p>Regional Council</p>

C: A regional budget outlining administration and customer support and services expenditures		
Strategies/activities to accomplish this goal	Success measures	Who is responsible?
<i>Monitor budget by utilizing budget reports obtained from Division of Finance</i>	<i>Remain within budget and contain or reduce administrative costs as compared with service expenditures while consistently looking for cost efficiencies</i>	Regional Director

Eastern Region Budget			
Category	Budget FY99	Budget FY2000	Budget FY2001

Admin. Services (Salaries, Benefits, Travel)	\$6,340,300	\$6,611,275	\$7,130,600
Employee Support (Current Expenses)	\$1,382,200	\$1,332,844	\$1,422,582
Customer Services (Client Training)	\$1,162,300	\$1,018,552	\$1,050,000*
TOTALS	\$8,884,800	\$8,962,671	\$9,603,182

*Estimated

D: The location of employment centers and staff levels to deliver services		
Strategies/activities to accomplish this goal	Success measures	Who is responsible?
Utilizing workload distribution and staffing allocation data	<i>Regional Councils on Workforce Services have pertinent information for decision-making</i>	Regional Director and Employment Center Managers
Utilize the labor market information system	<i>Good forecasting data</i>	Regional Council
Interpretation of data collected and long-term planning	<i>Five year facilities plan</i>	Regional Council

Full Time Employee (FTE) Count by Location					
		Location	FY99	FY2000	FY2001
	Eastern Region	Vernal Office	19.75	24	22
	Eastern Region	Roosevelt Office	23.00	22.4	26.8

Update, May 2001

A satellite office is in the process of being set up in Ft. Duchesne. This office will be managed by the Northeast Counseling Center and will provide mental health services to native Americans. Additionally, the NCC staff will schedule appointments for customers that want to receive DWS services and provide initial information about DWS programs. DWS funded this outreach program and contracted through Northeast Counseling Center to provide the case management services.

Eligibility services and case management are in the process of being transferred back to Roosevelt. The services had been transferred to Price about two years ago, but customer

service suffered. The Vernal Office, as part of a pilot study, received its eligibility cases back approximately a year ago, and because of its success in eligibility services and effectively serving the customer, the region opted to move eligibility functions back to local offices.

E: The services to be provided including assessment and support services, job training options, job placement, and employer outreach		
Strategies/activities to accomplish this goal	Success measures	Who is responsible?
<p>Adherence to policy and procedure</p> <p><i>Additional regional enhancements</i></p> <p>A full range of employment services, including assessment, support services, job training, job placement and employer services, will be provided full-time at the following employment centers: Roosevelt, Vernal, Blanding, Castle Dale, Moab, Monticello, and Price.</p> <p>Each employment center will develop a service delivery strategy for customers requiring intensive services. These customers are identified as those who are long-term financial recipients and/or those having multiple barriers to employment.</p>	<p>State monitoring events and reports</p> <p><i>Defined</i></p>	<p>Service Delivery Support and program Evaluation Specialists</p> <p>Regional Council</p>

F: Identification of targeted occupations for which training will be approved		
Strategies/activities to accomplish this goal	Success measures	Who is responsible?

<p>Use Workforce Information data to determine very specific training options</p> <p>Training will be provided for occupations in which there is a demand in the Uintah Basin area or in another area to which the participant is willing to relocate, and consideration given in the selection of training prospects for which there is a potential for sustained demand or growth.</p> <p>It will be important to determine and then provide an appropriate level of training that is commensurate with the client's ability. Transitional plans as the client goes from training to employment will also be important. Cases may be considered individually. Efforts will be made to provide training which will contribute to occupational development, upward mobility, development of new careers, enhance the skills and knowledge of the participant, and overcoming sex-stereotyping in occupations traditional for the other sex.</p> <p>The region will strive to meet federal and state performance standards with regard to placement wages and placement percentage rates.</p>	<p>Achievement of fair share of performance standards negotiated under WIA</p>	<p>Regional Council</p>
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G: Regional outcome-based performance standards that ensure equitable services to all clients		
Strategies/activities to accomplish this goal	Success measures	Who is responsible?
<p><i>Region outlines local efforts to achieve state performance measures</i></p> <p>Performance Standards (listed below) will be reviewed quarterly by the Committees of the Council as well as the full Council</p> <ul style="list-style-type: none"> ' Job Order Fill rate ' Job Openings Fill rate ' Placement Rate ' No. of New Job Registrants ' Rate of FEP and Food Stamp Cases with Earnings ' Rate of FEP Closures due to Earnings ' Rate of FEP cases with 24 or few months left ' Earnings Increase for Customers Served 	<p>Performance measures</p>	<p>Regional Council and Regional Director</p>

Note: The Uintah Basin DWS program will strive to serve targeted individuals according to the levels identified in the plan. If it found through the program year there is a lack of service in one or more of the targets groups, additional out-reach will be focused on that group.

H: Regional oversight processes that include a process to evaluate program effectiveness and develop plans to improve programs		
Strategies/activities to accomplish this goal	Success measures	Who is responsible?
Reports to evaluate performance standards progress	<i>Any regional efforts to monitor specific process or outcomes</i>	Management Information Systems
Based upon interpretation of report data, recommendations for improvement (as needed)	<i>Specific actions taken toward improvements</i>	Regional Council
Full participation and response to state monitoring activities in the regions	<i>State report on monitoring outcomes and recommendations</i>	Regional Director

Reports to evaluate and track performance standards will be provided by state Management Information Systems staff. Quarterly reports will be provided to the Regional Council on Workforce Services.

Based upon interpretation of report data, recommendations for improvement will be made as needed. Respective committees within the Regional Council on Workforce Services play a significant role in evaluating program effectiveness and oversight.

The Department of Workforce Services' ECs will provide full participation and be responsive to state monitoring activities in the regions. Regional Council members and/or committees will participate in monitoring reviews, and review audits, and monitoring reports. Customer feedback will be used to assist in program and service evaluation.

I: Internal and external marketing strategies to improve the understanding and visibility of regional workforce services efforts		
Strategies/activities to accomplish this goal	Success measures	Who is responsible?
Develop a regional marketing plan with strategies consistent with the state marketing plan	<i>Report progress on marketing plan implementation and outcomes to State Council</i>	Regional Council

1) Promote Positive Brand Identification of DWS

- **Do more radio advertising/promotion**
- **Provide promotional items to employers**
- **Provide quarterly newsletter articles about local employers and region statistics that highlight DWS services**
- **Put on effective job/career fairs**

2) Educate Employers to Improve Their Bottom Line

- Support efforts to provide meaningful and impactful employer seminars for our employers
- Develop and implement innovative tools and techniques to provide information about our services to employers
- Provide coordination and staff support to local employer councils and marketing committees of Regional Councils
- Develop and administer survey to employers whom do not use DWS. Determine what services these employers would be interested in and implement a program to provide those services, with an eventual goal to get job orders
- Market features of UWORKS to employers
- Involve employers on the Regional Council in promoting DWS

3) Provide Employer Access to Qualified Applicants

- Market features of UWORKS to employers/job seekers
- Provide best practices from other regions as to how they best connect employers with qualified applicants
- Identify strong industry sector areas and weak sector areas in terms of employers that use DWS. Work to have greater market penetration in those weak areas.
- Identify and promote better ways to register applicants with marketable skills.

4) Provide Outreach to Job Seekers

- Promote the self-assisted side of UWORKS to high school, vocational and college students
- Utilize advertising – radio, print, and television – to promote DWS services to job seekers
- Put on effective job/career fairs in the early spring
- Participate in other community events that provide opportunities for visibility and exposure in the community
- Identify and share best practices from other regions on where/how they register new applicants

J: Coordination of apprenticeship training		
Strategies/activities to accomplish this goal	Success measures	Who is responsible?
Adherence to apprenticeship state policy region wide In the Uintah Basin, high school work-based learning coordinators, and UBATC instructional classes in electrical and building trades will provide information about apprenticeship opportunities to interested students.	Utilization (<i>provide numbers</i>) of apprenticeship program participants by Employment Center	Regional Council

K: Strategies to provide assistance to employees facing employment dislocation and their employers		
Strategies/activities to accomplish this goal	Success measures	Who is responsible?
<p>Full participation with the state Rapid Response Unit for targeted employers as per the WIA</p> <p>The Uintah Basin will use the Rapid Response Team which conducts workshops for workers that have been dislocated throughout the State. The local employment counselors within each community will establish on-site contact with employers and employee representatives within a short time (24 to 48 hours) after becoming aware of a current or projected permanent closure or substantial layoff. The purpose is to provide information on and facilitate access to available training programs and services to assist workers in the transition to reemployment. The local office will then follow up and arrange a Rapid Response workshop or provide a workshop and offer assistance and information on training resources. Individual dislocated workers will also receive the full range of services.</p>	<p><i>Coordinated efforts with Rapid Response Unit and outcomes</i></p>	<p>Regional Director</p>

Northern

A: Projected analysis of the regional workforce needs of employers and clients		
Strategies/activities to accomplish this goal	Success measures	Who is responsible?

<p>Utilize the regional data contained in the biannual <i>Utah Job Outlook</i>, quarterly newsletters, and specialized Workforce Information reports.</p> <p>The Utah Job Outlook will be used for identifying occupations in demand, labor market trends, projections for employers that meet the needs of DWS customers</p>	<p><i>Information is used in the development of the customer employment plans, employer marketing activities/strategies, other service delivery issues, etc.²</i></p> <p>Benefits to DWS customers by using data available via the Website will include: matches of DWS customers skills and training with available jobs, meeting employers needs through strategies addressing occupations in demand, and increasing job placement by the employment improvement team using regional data.</p>	<p>Regional Council and Regional Director</p>
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B: Assurances that state policy standards will be incorporated into the regional workforce services design		
Strategies/activities to accomplish this goal	Success measures	Who is responsible?
Operationalization of this plan	Regular reports to the State Council and performance measures	Regional Council

C: A regional budget outlining administration and customer support and services expenditures		
Strategies/activities to accomplish this goal	Success measures	Who is responsible?

²Italicized items in this section reflect information to be completed or augmented by the Regional Council.

<p><i>Monitor budget by utilizing budget reports obtained from Division of Finance</i></p> <p><i>Regional staff ensure they will remain within budget</i></p>	<p><i>Remain within budget and contain or reduce administrative costs as compared with service expenditures while consistently looking for cost efficiencies</i></p> <p><i>The Executive Boards of Regional Councils will monitor budget reports to ensure the region remains within the budget and contains or reduces administrative costs as compared with service expenditures</i></p>	<p>Regional Director</p>
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D: The location of employment centers and staff levels to deliver services		
Strategies/activities to accomplish this goal	Success measures	Who is responsible?
<p>Utilizing workload distribution and staffing allocation data</p>	<p><i>Regional Councils on Workforce Services have pertinent information for decision-making</i></p> <p>Customer traffic data collection information will be utilized by the Executive Board in making decisions</p>	<p>Regional Director and Employment Center Managers</p>
<p>Utilize the labor market information system</p>	<p><i>Good forecasting data</i></p> <p>The Facilities Task Force has collected demographic information for utilization of Employment Center location</p>	<p>Regional Council</p>
<p>Interpretation of data collected and long-term planning</p>	<p><i>Five year facilities plan</i></p> <p>A five year plan has been developed and reviewed by Regional Councils and previously submitted to the State Council. This plan is available upon request</p>	<p>Regional Council</p>

E: The services to be provided including assessment and support services, job training options, job placement, and employer outreach		
Strategies/activities to accomplish this goal	Success measures	Who is responsible?
Adherence to policy and procedure North Region will adhere to all State and Federal policies	State monitoring events and reports	Service Delivery Support and program Evaluation Specialists
<i>Additional regional enhancements</i> North Region plans no additional enhancements	<i>Defined</i> Note next page	Regional Council

E: The services to be provided including assessment and support services, job training options, job placement, and employer outreach: (cont.)

Employer Outreach and Relations:

Provide space and facilities for employers and other service providers

Provide technical assistance

Development of job openings

Dissemination of information on program activities to employers

Seminars and written material in employment laws and procedures

Information on Workmen's Compensation issues

Information on Unemployment compensation

Labor market information specific to businesses/industries

Applicant referrals and recruitment

Applicant screening

Workshops for dislocated workers

Skill testing of applicants

All aspects of Veterans programs

Work Opportunity Tax Credit (WOTC) information for employers

Access to electronic databases of applicants

Job Placement

Job openings

Exposure to the Labor Market

Career advisement

Job Restructuring

Placement assistance

Job referral

Job counseling and coaching

Self-help Employment Centers

Work Opportunity Tax Credit (WOTC)

Workshops on job search skills

Assessment

In-depth needs assessments relating to emotional, physical, and /or learning disability abilities for employment

Assessment of basic academic skills

Assessment to evaluate individuals for employment and occupational training

Aptitude, Interest and 'Educational Skills Testing

Myers-Briggs Career Preference Indicator

Testing (type, spelling 10 key, etc.)

Job Training Options

Open entry and open exit programs

Short-term training

On-the-job training

Non-traditional training opportunities

Remedial Education

Literacy and English as a second Language (ESL) training

Customized training

Internship

Work Experience

Up-grading Programs

Pre-apprenticeship Programs

Vocational Exploration

Retraining Programs

Working Towards Employment Program (WTEP)

Support Services provided by DWS

Medicaid

Food Stamp Program Refugee Assistance Emergency Assistance

Family Employment Program (FEP)

Working Towards Employment Program (WTEP)

Diversion Program

Self-esteem and assertive communication training

Job Search Assistance

Relocation Assistance

Family planning referrals

Child and dependent care assistance

Transportation assistance

Medical care assistance

Clothing Allowance

Housing assistance

Case management

Case staffings within DWS

Referral Services**Referrals to allied agencies****Self-esteem, relationships and parenting counseling or classes, mentoring and role modeling****Support Services provided by allied agencies****Case staffings between DWS and allied agencies****Individual and family counseling****Special services and materials for individuals with disabilities****Drug and alcohol abuse counseling and referral****Self-esteem, relationships and parenting counseling or classes, mentoring and role modeling****Mental Health services including individual and group therapy**

F: Identification of targeted occupations for which training will be approved		
Strategies/activities to accomplish this goal	Success measures	Who is responsible?
<p><i>Use Workforce Information data to determine very specific training options</i></p> <p>This is not an all inclusive list. Other occupations may provide viable training options.</p> <p> Aircraft Mechanics Automotive Mechanics/Service Techs Automotive Body & Repair Specialists Bus Drivers, Intercity Carpenters Computer Support Specialists Diesel Engine Mechanics Drafters Electrical & Electronic Technicians Electrical Installers and Repairers Electronics Repairers, Com./Ind. Equip. Industrial Machinery Mechanics Inspectors & Compliance Officers Insurance Adjusters/Investigators Machinists Mobile Heavy Equipment Mechanics Nurse, Licensed Practical Nurse, Registered Painters & Paperhangers Paralegals & Legal Assistants Police Patrol Officers Printing Press Machine Operators Private Detectives/Investigators Radiologic Tech/Technologists Real Estate Brokers Real Estate Sales Agents Secretaries Sheriffs & Deputy Sheriffs Truck Drivers, Heavy Welders & Cutters </p> <p>Source: Utah Department of Workforce Services, Workforce Information.</p>	<p>Achievement of fair share of performance standards negotiated under WIA</p>	<p>Regional Council</p>

G: Regional outcome-based performance standards that ensure equitable services to all clients

Strategies/activities to accomplish this goal	Success measures	Who is responsible?
<p><i>Region outlines local efforts to achieve state performance measures</i></p> <p>The Regional Council will review periodically to ensure that all customers have equal access to services.</p>	<p>Performance measures</p>	<p>Regional Council and Regional Director</p>

H: Regional oversight processes that include a process to evaluate program effectiveness and develop plans to improve programs

Strategies/activities to accomplish this goal	Success measures	Who is responsible?
<p>Reports to evaluate performance standards progress</p>	<p><i>Any regional efforts to monitor specific process or outcomes</i></p> <p>Continued utilization of MIS reports to meet program performance standards and quality assurance guidelines</p>	<p>Management Information Systems</p>
<p>Based upon interpretation of report data, recommendations for improvement (as needed)</p>	<p><i>Specific actions taken toward improvements</i></p> <p>Regional Council Executive Board will monitor program standards</p>	<p>Regional Council</p>
<p>Full participation and response to state monitoring activities in the regions</p>	<p><i>State report on monitoring outcomes and recommendations</i></p> <p>Respond to state monitoring outcomes and implement recommendations</p>	<p>Regional Director</p>

I: Internal and external marketing strategies to improve the understanding and visibility of regional workforce services efforts		
Strategies/activities to accomplish this goal	Success measures	Who is responsible?
Develop a regional marketing plan with strategies consistent with the state marketing plan	<i>Report progress on marketing plan implementation and outcomes to State Council</i> North Region has developed a marketing plan for 2001-2002 that is consistent with the State marketing plan This plan is available upon request	Regional Council The Regional Council Community Task Force and Marketing Committee will continue monitoring outcomes of the marketing plan

J: Coordination of apprenticeship training		
Strategies/activities to accomplish this goal	Success measures	Who is responsible?
Adherence to apprenticeship state policy region wide	<i>Utilization (provide numbers) of apprenticeship program participants by Employment Center</i> Five apprenticeships may be developed in the North Region	Regional Council

K: Strategies to provide assistance to employees facing employment dislocation and their employers		
Strategies/activities to accomplish this goal	Success measures	Who is responsible?
Full participation with the state Rapid Response Unit for targeted employers as per the WIA	<i>Coordinated efforts with Rapid Response Unit and outcomes</i> <i>Follow numbers and expenditures of Title III dollars</i>	Regional Director Business Consultants

Upon notification of a pending layoff, the local Region's Direct Response Unit, in a coordinated effort with the State Direct Response Unit (DRU), meet with an employer to discuss available DWS resources for the employer as well as the affected employees. From these discussions, an Intervention Plan is developed on behalf of the employer, which takes into consideration the following:

- *Other employer needs within the region and state wherein the affected workers may be directly transitioned to another employer versus drawing unemployment and facing a loss or reduction in income
- *Analysis of skill and educational levels of affected workers
- *Marketability and wage comparison of the affected workers

- *Availability of local, state and federal funding to be used for services provision
- *Services the employer has already provided the workers, ie: out placement services, in-house counseling services, etc.

With the employer's consent, Direct Response workshops for the affected workers are scheduled and conducted by Region and State representatives. The workshops contain information on any or all of the following (as per the employer's desires):

- *Locations of Employment Centers within the Region
- *Registering with the DWS job search database
- *Issuance of the Certificate of Continuing Eligibility
- *Facts about unemployment insurance
- *Skills analysis
- *Interviewing skills development
- *Job search assistance (i.e., resume writing, cover letters, etc.)
- *Labor market information
- *Training opportunities
- *Community resources
- *Financial planning assistance
- *Emotional stability with relation to dealing with job loss

Each affected worker is provided with the opportunity to utilize DWS services which will enable him or her to reenter the workforce. Services are vast in nature and are tailored to the needs of the affected workers based on local and state labor market conditions.

Upon completion of the workshops, the Regional Direct Response Unit follows up with the employer to ensure their needs and expectations were met. If additional services are requested or necessary, the unit facilitates this.

The Dislocated Worker Unit under Title III of the Job Training Partnership Act established on-site contact with employers and employee representatives within a short time (24 to 48 hours) after becoming aware of a current or projected permanent closure or substantial layoff.

The purpose is to provide information on and facilitate access to available training programs and services to assist workers in the transition to re-employment.

Strategic Direction

The DWS Senior Management Team, with the long-range vision and supporting goals set by the State and Regional Councils in mind, set the following strategic direction for the next two years.

- *Business Services:* The purpose of business services is to connect employers with job seekers. The fundamental goal of business services then is to increase the market share of our target employer markets. Though all employers are DWS customers, the target market, as defined by the State Council, is small-to-medium-size businesses. The strategies to accomplish this goal are: 1) promote positive brand identification of

DWS; 2) educate employers to improve their bottom lines; 3) provide employer access to qualified applicants; and 4) provide outreach to job seekers. The strategies need to take into account:

- < Categorization of employer types in order to maximize resources
 - < Creation of tiers of services to employers
 - < A list and definition of “fee services” which are consistent with the goal of connecting employers with job seekers
 - < Self-help access for employers via UWORKS
 - < Capturing relevant data on performance via UWORKS
 - < Ensuring that the Business Consultant position is a specialized job function, the core duty of which is to accomplish these goals and strategies
 - < Policy is created to support this model
 - < A comprehensive training for Business Consultants is developed based upon this model and which is consistent with policy
 - < As part of the resource allocation, the possibility of DWS’ shifting resources to this function, as it is clearly under supported
- ***Employment Exchange:*** By 2002, the employment exchange activity will evolve through the introduction and maturation of UWORKS. Our abilities to assist job seekers find and keep jobs, as well as enhance their careers, will be greatly aided by this system as it performs day-to-day tasks
 - < Employment counselors will need to evolve to become facilitators to instruct groups of both job seekers and employers on how to access the tools of this system
 - < Employment Centers are hubs of the wheel of employment exchange activities, with the spokes of that wheel being community partners
 - < DWS needs to provide our employment counselors with the tools and the training to personally develop quality assessments and career counseling, with the goal being continuous skills upgrade that creates a world-class workforce. Each Region, led by its Regional Council, will need to incorporate these tools in a way that meets their individual needs. To accomplish this task, DWS must allocate greater resources as well as look for new funding sources, and must create and simplify state and federal policies to support these objectives
 - ***Employment Counseling:*** The direction for employment counseling is to continue to strengthen and improve on the original concepts of deploying employment counseling services to the entire range of the job seeker population. The duration and level of service varies from a light touch to intensive, depending on the individual needs of the job seekers. The direction can be categorized as follows:
 - < Focus on the provision of service that will assist in stabilizing the entry level job seeker in the labor market
 - < Focus on the expansion of services to the job seeker (both universal and

intensive service populations) to assist them in obtaining a “better job.” This involves focusing on the high level of skills needed to compete in a global economy

- < Focus on improving employment counselors’ ability to connect the labor market information and projections and better utilize the tools such as assessment and vocational counseling, available for job seekers
 - < Focus on transitioning ourselves and DWS customers to “self-help” or self-directed services where appropriate
- ***Eligibility Services:*** By the year 2002, regional eligibility services will be stabilized to provide quality customer services that are responsive to community needs:
 - < Accuracy rates will be increased; working toward food stamp enhanced funding
 - < Policy alignment
 - < Reduced turnover
 - < Employees valued as professionals (e.g. bonus plan in place to distribute food stamp enhanced funding to service providers, a reward system for accuracy, an annual eligibility conference, etc.)
 - < Work with federal partners and other partners to align funding systems
 - < Create consistency in policy implementation, both statewide and regionally
 - < Strengthen the relationship between eligibility service centers and employment centers
 - < Obtain multiple program waivers
 - < Define accurate workload standards
 - < Address 15% Temporary Assistance for Needy Families administrative cap
 - < Have a contingency plan dealing with waiver impacts—whether gaining or losing waivers
 - < Continue to update policy knowledge for all
 - ***Services to Insured Workers:*** Services to insured workers continue to be focused long-term on automated systems. By 2002 the goal is to accomplish the following:
 - < UWORKS/GUIDE operating systems will be integrated
 - < Internet filing
 - < Direct deposit capability
 - < E-access and reporting for employers and claimants
 - < Study the feasibility of E-appeals/video conferencing
 - < Partnership with EC’s for re-employment services
 - < Partnership with State Tax Commission and Department of Commerce
 - < Policy development related to the above listed automation changes

Operational Business Plan

The Regional Councils adopted three common goals for them to work on this year which are specific to the Regional Councils. These are:

- Implement opportunities for individual Regional Councils to work together on issues in order to provide mutual education.
- Increase marketing, in conjunction with DWS staff, to raise business awareness of Regional Councils and their importance, and to educate the small business customer on the services available to them through DWS.
- Implement legislative interaction at the state and federal level to promote DWS, educate lawmakers on the important work of the Department, and to educate on issues important to the ongoing success of the Department.

This section will include the specific Regional Council goals and critical objectives. Then, DWS staff will add the strategies, actions, time lines , and responsible parties. That will add the final detail to this plan.

Strategic Direction

The DWS Senior Management Team, with the long-range vision and supporting goals set by the State and Regional Councils in mind, set the following strategic direction for the next two years.

- **Business Services:** The purpose of business services is to connect employers with job seekers. The fundamental goal of business services then is to increase the market share of our target employer markets. Though all employers are DWS customers, the target market, as defined by the State Council, is small-to-medium-size businesses. The strategies to accomplish this goal are: 1) promote positive brand identification of DWS; 2) educate employers to improve their bottom lines; 3) provide employer access to qualified applicants; and 4) provide outreach to job seekers. The strategies need to take into account:
 - < Categorization of employer types in order to maximize resources
 - < Creation of tiers of services to employers
 - < A list and definition of “fee services” which are consistent with the goal of connecting employers with job seekers
 - < Self-help access for employers via UWORKS
 - < Capturing relevant data on performance via UWORKS
 - < Ensuring that the Business Consultant position is a specialized job function, the core duty of which is to accomplish these goals and strategies
 - < Policy is created to support this model
 - < A comprehensive training for Business Consultants is developed based upon this model and which is consistent with policy
 - < As part of the resource allocation, the possibility of DWS’ shifting resources to

this function, as it is clearly under supported

- ***Employment Exchange:*** By 2002, the employment exchange activity will evolve through the introduction and maturation of UWORKS. Our abilities to assist job seekers find and keep jobs, as well as enhance their careers, will be greatly aided by this system as it performs day-to-day tasks
 - < Employment counselors will need to evolve to become facilitators to instruct groups of both job seekers and employers on how to access the tools of this system
 - < Employment Centers are hubs of the wheel of employment exchange activities, with the spokes of that wheel being community partners
 - < DWS needs to provide our employment counselors with the tools and the training to personally develop quality assessments and career counseling, with the goal being continuous skills upgrade that creates a world-class workforce. Each Region, led by its Regional Council, will need to incorporate these tools in a way that meets their individual needs. To accomplish this task, DWS must allocate greater resources as well as look for new funding sources, and must create and simplify state and federal policies to support these objectives
- ***Employment Counseling:*** The direction for employment counseling is to continue to strengthen and improve on the original concepts of deploying employment counseling services to the entire range of the job seeker population. The duration and level of service varies from a light touch to intensive, depending on the individual needs of the job seekers. The direction can be categorized as follows:
 - < Focus on the provision of service that will assist in stabilizing the entry level job seeker in the labor market
 - < Focus on the expansion of services to the job seeker (both universal and intensive service populations) to assist them in obtaining a “better job.” This involves focusing on the high level of skills needed to compete in a global economy
 - < Focus on improving employment counselors’ ability to connect the labor market information and projections and better utilize the tools such as assessment and vocational counseling, available for job seekers
 - < Focus on transitioning ourselves and DWS customers to “self-help” or self-directed services where appropriate
- ***Eligibility Services:*** By the year 2002, regional eligibility services will be stabilized to provide quality customer services that are responsive to community needs:
 - < Accuracy rates will be increased; working toward food stamp enhanced funding
 - < Policy alignment
 - < Reduced turnover
 - < Employees valued as professionals (e.g. bonus plan in place to distribute food

- stamp enhanced funding to service providers, a reward system for accuracy, an annual eligibility conference, etc.)
- < Work with federal partners and other partners to align funding systems
- < Create consistency in policy implementation, both statewide and regionally
- < Strengthen the relationship between eligibility service centers and employment centers
- < Obtain multiple program waivers
- < Define accurate workload standards
- < Address 15% Temporary Assistance for Needy Families administrative cap
- < Have a contingency plan dealing with waiver impacts—whether gaining or losing waivers
- < Continue to update policy knowledge for all
- *Services to Insured Workers:* Services to insured workers continue to be focused long-term on automated systems. By 2002 the goal is to accomplish the following:
 - < UWORKS/GUIDE operating systems will be integrated
 - < Internet filing
 - < Direct deposit capability
 - < E-access and reporting for employers and claimants
 - < Study the feasibility of E-appeals/video conferencing
 - < Partnership with EC's for re-employment services
 - < Partnership with State Tax Commission and Department of Commerce
 - < Policy development related to the above listed automation changes

Operational Business Plan

The Regional Councils adopted three common goals for them to work on this year which are specific to the Regional Councils. These are:

- Implement opportunities for individual Regional Councils to work together on issues in order to provide mutual education.
- Increase marketing, in conjunction with DWS staff, to raise business awareness of Regional Councils and their importance, and to educate the small business customer on the services available to them through DWS.
- Implement legislative interaction at the state and federal level to promote DWS, educate lawmakers on the important work of the Department, and to educate on issues important to the ongoing success of the Department.

Goals

The Central Regional Council submitted no goals at this time.

Mountainland

ADMINISTRATIVE SERVICES COMMITTEE

Implementation Plan 2002

COMMITTEE: Ron Tiffany, Chair; Judy Bell, Vice Chair; Jim Evans, Commissioner David Gardner, Shirley Giles

Staff: John Talcott, Karen Larsen

Goal: *Determine and recommend local Employment Center locations to best suit the needs of the communities with input/direction on the Region budget, human resources and contracts.*

Issue:

#2. Contracts

<i>Action Items</i>	<i>Steps/Task</i>	<i>Who</i>
Develop Contract Monitoring Plan Evaluation	1. Compile contract requirements	Staff
	2. Write monitoring/evaluation plan	Committee
	3.	
	4.	
Coordinate With Other Committees	1. Consult to develop joint plan	Committee
	2.	
	3.	
	4.	
Monitor Contracts	1. Develop tracking mechanism with data	Staff
	2. Set criteria for monitoring committee	
	3.	

	4.	
Develop Contract Process	1.	
	2.	
	3.	
	4.	
*Report summary to Council Chair and DWS to include: Issue addressed; success in relation to goal; areas for continuous improvement.		

AdministrativeServices2

ADMINISTRATIVE SERVICES COMMITTEE

Implementation Plan 2002

COMMITTEE: Ron Tiffancy, Chair; Judy Bell, Vice Chair; Jim Evans, Commissioner David Gardner, Shirley Gile
Staff: John Talcott, Karen Larsen

Goal: Determine and recommend local Employment Center locations to best suit the needs of the communities with input/direction on the Region budget, human resources and contracts.

Issue:

#1. Staff Issues (Morale and Turnover)

<i>Action Items</i>	<i>Steps/Task</i>	<i>Who</i>
Evaluate data on turnover	1. Collect data on turnover stratified by position and location and time	Staff
	2. Identify problem areas	Committee
	3.	
	4.	
Review Employee Survey	1. Collect Survey Data	Staff
	2. Review Survey Data	Identify Committe
	3.	
	4.	
Review Incentives/Rewards	1. Outline Current Process	Staff
	2. Prepare Recommendations	Committee
	3.	
	4.	

Connect with Regional Employee Connection Committee	1. Attend June 7th Employee Connection Committee meeting	Ron Tiffany Judy Bell
	2. Follow up/support of Employee Connection Committee Items	Committee
	3.	
	4.	

***Report summary to Council Chair and DWS to include: Issue addressed; success in relation to goal; areas for continuous improvement.**

AdministrativeServices1

MARKETING COMMITTEE

Implementation Plan 2002

COMMITTEE: Roger Liston, Chair; Laurie Wynn, Brad Whittaker, Robyn Pearson, Royanne Boyer

Staff: Joyce Johnson, Karen Daniels, Bryan Kessinger

Goal: Increase the understanding of Workforce Services to the Employers and the Department's visibility in the con internal marketing strategies.

Issue:

#1. Qualified Applicant/Perception of DWS

<i>Action Items</i>	<i>Steps/Task</i>	<i>Who</i>
Spend time with most recent Employer Survey(s)	1. Send survey results to committee	Joyce
	2. Committee meet - review needs	Roger/Committee
	3. Develop Plan	Roger/Committee
	4.	
	1.	
	2.	
	3.	
	4.	
	1.	

	2.	
	3.	
	4.	
	1.	
	2.	
	3.	
	4.	

***Report summary to Council Chair and DWS to include: Issue addressed; success in relation to goal; areas for continuous improvement.**

Marketing1

MARKETING COMMITTEE

Implementation Plan 2002

COMMITTEE: Roger Liston, Chair; Laurie Wynn, Brad Whittaker, Robyn Pearson, Royanne Boyer

Staff: Joyce Johnson, Karen Daniels, Bryan Kessinger

Goal: Increase the understanding of Workforce Services to the Employers and the Department's visibility in the community through internal marketing strategies.

Issue:

#2. Employer Services

<i>Action Items</i>	<i>Steps/Task</i>	<i>Who</i>
Develop Employer E Mail System	1. Target employers right now with 100 employees or less.	
	2. Do a 5 vertical/25 employers survey. Pick a consensus for each of these. What are the expectations for each group?	
	3. Determine the information to be included on the employers e mail.	
	4. Test Market to small group of employers.	

Gather Feedback/Evaluate	1.	
	2.	
	3.	
	4.	
	1.	
	2.	
	3.	
	4.	
	1.	
	2.	
	3.	
	4.	

***Report summary to Council Chair and DWS to include: Issue addressed; success in relation to goal; areas for continuous improvement.**

Marketing2

PLANNING COMMITTEE

Implementation Plan 2002

**COMMITTEE: Rod Crockett, Chair; Larry Ellertson, Kevin Crandall, Gary Ashby, Bill Hulterstrom, Myla Dutton
Staff: Steven Cuthbert , Shauna Mace**

Goal: To develop and/or recommend an integrated plan of services for the Region, including appropriate service pro budget resources for training. To help promote customer satisfaction and coordination with outside agencies.

Issue:

#1. Increase income of Working Poor/Career Planning/Support Services Access

<i>Action Items</i>	<i>Steps/Task</i>	<i>Who</i>
Develop recommendations to propose to Fed's and State on simplifying policy for access	1. Develop process to evaluate	
	2. Success - outcomes	
	3. Gather data for committee	DWS Staff
	4.	

	1.	
	2.	
	3.	
	4.	
	1.	
	2.	
	3.	
	4.	
	1.	
	2.	
	3.	
	4.	

***Report summary to Council Chair and DWS to include: Issue addressed; success in relation to goal; areas for continuous improvement.**

Planning1

PLANNING COMMITTEE

Implementation Plan 2002

COMMITTEE: Rod Crockett, Chair; Larry Ellertson, Kevin Crandall, Gary Ashby, Bill Hulterstrom, Myla Dutton Staff: Steven Cuthbert , Shauna Mace		
<i>Goal: To develop and/or recommend an integrated plan of services for the Region, including appropriate service pro budget resources for training. To help promote customer satisfaction and coordination with outside agencies.</i>		
<i>Issue:</i> #2. Qualified Applicants/Qualified Employers		
<i>Action Items</i>	<i>Steps/Task</i>	<i>Who</i>

Why are we successful with our best employer customers?	1. Better understanding of needs/wants	DWS Staff
	2. Develop system that will match employer with applicant abilities	
	3. On-Site visits to employers	
	4.	
	1. Screen or screen out applicants	
	2. Gathering data may include utilization of surveys	
	3.	
	4.	
	1.	
	2.	
	3.	
	4.	
	1.	
	2.	
	3.	
	4.	

***Report summary to Council Chair and DWS to include: Issue addressed; success in relation to goal; areas for continuous improvement.**

Planning2

Southeast for July 1, 2001 to June 30, 2002

Mission: *The mission of the Southeast Regional Council is to provide direction and motivation to the development of high quality, readily accessible, and all-inclusive services tailored to the needs of employers, job seekers, and a well-informed community now and in the future.*

Service Providers/Employment Centers

Goal 1: Continue to maintain quality service to all customers with a focus on self-sufficiency and quality.

- Goal 2:** Continue to participate in the Job Seeker, Employer, and Service Provider Customer Satisfaction Surveys. Coordinate with the State Department of Workforce Services to utilize the results to develop strategies to improve the level of customer service.
- Goal 3:** Use the Policy and Procedures Help Desk and the Eligibility and Employment Counseling Standard Procedures Manuals as a tool to better serve the customers.
- Goal 4:** Decrease the number of food stamp errors and increase the accuracy rate.
- Goal 5:** Ensure staff are comfortable and trained with eligibility responsibilities being converted back to the Employment Centers.
- Goal 6:** Employment Center Managers will notify Regional Council members of current events in each Employment Center.
- Goal 7:** Support the new SDS Organization.
- Goal 8:** Continue to coordinate with One-Stop Partners, community resources, including Local Interagency Council (LIC), Families Agencies Communities Together (FACT), Children's Justice Center (CJC), etc.

Training - Employees

- Goal 1:** Continue to recognize and reward outstanding service provider performance.
- Goal 2:** Continue training service providers to focus on tying quality assessments to plan development.
- Goal 3:** Develop contracts and RFP's for TANF Rainy Day Funds.
- Goal 4:** Improve coordination between DWS and both secondary and higher education.

Community Information and Marketing

- Goal 1:** Continue marketing strategies which will target more employers and job seekers.
- Goal 2:** Continue to enhance the relationship with various service organizations and local government entities in each community.
- Goal 3:** Continue, review and implement the marketing plan that meets the needs of each area which will increase awareness of DWS services within the Southeast Region.
- Goal 4:** Plan/develop workshops on customer service to businesses and employees.
- Goal 5:** Continue to train and educate employment counselors on how to best match applicants with requirements of job order.
- Goal 6:** Allow Employment Counselors to block out time to make employer visits.

Regional Council

- Goal 1:** Maintain a full council with representation from all required categories.
- Goal 2:** Develop strategies to encourage participation in Regional Council committee meetings and assignments.
- Goal 3:** Continue to coordinate with One-Stop Partners to develop Regional Agreements.
- Goal 4:** Develop a way to blend the Regional Council with Economic Development.
- Goal 5:** Improve the visibility of DWS within the communities.
- Goal 6:** Plan a Regional Council retreat that will provide training and understanding.
- Goal 7:** Develop an orientation manual for the Southeast Region.
- Goal 8:** Develop a level of activity with employers within the communities. Offer employment leads to DWS staff for job seekers.
- Goal 9:** Work with Employer's Council within each county to conduct a survey requesting information pertaining to the following:
- What is the definition of a qualified applicant
 - How well does DWS screen job seekers
 - How well does DWS communicate with employers
 - How well does DWS gather employers expectations
 - Does DWS send unqualified applicants as a way of pacifying employers when it has no qualified applicants to refer
 - How well does DWS educate employers on the real world characteristics of today's labor market
 - Provide comments
- Goal 10:** Play an active advocate market role to encourage local employers and partners to use DWS services and provide feedback.

Youth Services

- Goal 1:** Develop strategies to encourage participation in the Youth Council meetings and assignments.
- Goal 2:** Continue to provide services year round and ensure that the 10 required elements will be available to the youth of the region.
- Goal 3:** Expand the Youth Council to include a parent and a youth.
- Goal 4:** Develop a contract with approved service provider for Carbon and Emery Counties for year round services.
- Goal 5:** Develop Interagency Agreements for requested services within Grand and San Juan Counties.

- Goal 6: Develop youth contracts for the TANF Rainy Day Funds**
- Goal 7: Partner with other providers**
- Goal 8: Develop community support**
- Goal 9: Market the Youth Council and the youth programs within the Southeast communities.**
- Goal 10: Develop a strategy to increase the skill training opportunities with certification available for interested youth.**

The Uintah Basin Planning and Operations Committee suggested the following activities to assist in meeting the three goals:

- **Use the recently-funded TANf projects to get more visibility for the Council and the Department**
- **Use public TV stations in the Basin to advertise and promote activities**
- **Become a recognized voice for skills and youth training programs by being more involved in training issues and decisions**
- **Sponsor town meetings to discuss issues and publicize programs**
- **Do a flyer/brochure on community and educational training programs and distribute to employers**
- **Provide an open house for employers that would be co-sponsored by the ATC, DWS Voc Rehab, and**

USU

- **Be active in the State Council of Councils. Members should attend the upcoming Conference on Oct. 11-12 in Park City.**
- **Use video conferencing to communicate more frequently with other Councils.**

Western Region Goals 2001-2002

**Employment Center: All Western Region Employment Centers
2001**

Date: May 2,

State Fiscal Year (SFY) 2001 Goals, Strategies and Actions

GOAL # 1: Set the standard for the state as an organization that supports a high quality work life.

<i>Strategy 1: Increase staff awareness of the benefits available</i>			
	Responsible	Start	Finish
Region Action Items: 1. Managers need to arrange with HR for presentation of the benefit package to staff 2. Advertise benefit fairs that will occur in local areas throughout West Region. 3. Insure that all new staff attend NEO 4. Managers and Supervisors should ensure that all staff know where to locate benefits information	EC Managers	7-1-01	on going
	EC Mgr's, Supr's, Bus Con	7-1-01	on going
	EC Mgr's, Supervisors	7-1-01	on going
	EC Mgr's, Supervisors		on going
Outcome measurements: Staff will be more aware of benefits available as measured by the Service Provider Satisfaction survey and/or performance goals.			
<i>Strategy 2: Present benefits as a part of "family friendly" benefit program</i>			
	Responsible	Start	Finish
Region Action Items: 1. EC manager to talk to staff about family benefits such as annual leave, leave without pay, etc. 2. Review in staff meeting on bi-annual (or more frequently) basis the benefits	EC Mgr's, Supervisors	7-1-01	on going
	EC Mgr's, Supervisors	7-1-01	on going
Outcome measurements: Staff will be more aware of benefits available as measured by the Service Provider Satisfaction survey and/or performance goals.			
<i>Strategy 3: Enhance bottom up communication</i>			
	Responsible	Start	Finish
Region Action Items: 10. Utilize the Employee Connection Committee to gain input 11. Region management should listen to and take action on concerns/recommendation/issues brought to the committee 12. Have region representative from the state committee do presentation in the region at staff meetings and CORE meeting	ECC, RST, CORE	7-1-01	ongoing
	RST, CORE	7-1-01	ongoing
	Employee Connection Rep's	7-1-01	ongoing
Outcome measurements: Staff will be more aware of benefits available as measured by the Service Provider Satisfaction survey and/or performance goals.			

<i>Strategy 4: Decrease staff turnover</i>		Responsible	Start	Finish
Region Action Items : 1. Listen and act on employee concerns. 2. Acknowledge the employee satisfaction survey results and take action on the issues identified in the survey. 3. Provide the most positive work environment possible for our staff by providing current technology, new equipment, etc. 4. Advocate for attractive pay and benefit packages.		EC Mgr's, Supr's, Leads RST, CORE RST, EC Mgr's, Supr's Region Director, RST, CORE	7-1-01 7-1-01 7-1-01 7-1-01	on going 6-30-02 on going on going
Outcome measurements: As measured by the ASM's turnover report and information taken from exit interviews.				
<i>Strategy 5: Adopt an objective to improve workplace satisfaction</i>		Responsible	State	Finish
Region Action Items: 1. Plan changes as part of continuous process improvement 2. Develop a region standard for process improvements that includes use of pilot, gaining buy-in 3. Provide input to department on development of a appropriate workload standard that include both activity and outcome measures 4. Provide input to the department on the state outcome measurement		Darren Sheffer, RST, CORE, WREST, Standing Region Committee's RST, CORE, Standing Region Committee's Region Director, RST Region Director, RST	7-1-01 7-1-01 7-1-01 7-1-01	6-30-02 6-30-02 on going on going
Outcome measurements: Staff will be more aware of benefits available as measured by the Service Providers Satisfaction survey and/or performance evaluations.				
OVERALL SUCCESS MEASURES FOR THIS GOAL:				

State Fiscal Year (SFY) 2001 Goals, Objectives, Strategies and Actions

GOAL # 2: Maximize convenience for external and internal customers through technology

<i>Strategy 1: Complete UWORKS</i>	Responsible	Start	Finish
Region Action Items: 1. Provide line staff for committee input as the system is developed 2. Assure that staff receive adequate UWORKS training 3. Keep workers informed on the progress of development 4. Ensure that staff provide input for change and improvement to the system 5. <i>Develop a matrix to track participants on all UWORKS committees. Committee members are to give input and bring back information for further input by the region. Information to the region will be communicated through bullet statements distributed within five days.</i>	RD, EC Mgr's, Supr's EC Mgr's, Supr's UWORKS Comm Partic. EC Mgr's, Supr's Region Exec Secretary	7-1-01 7-1-01 7-1-01 7-1-01 7-1-01	on going 8-3-01 on going on going 8-3-01
Outcome measurements: Documentation on Otis and Olie that UWORKS training has been completed for staff throughout the region.			
<i>Strategy 2: Internet unemployment Insurance Claims</i>	Responsible	Start	Finish
Region Action Items: 1. Provide training to staff as this technology comes on line 2. Invite UI staff to come to staff meetings (or use other technology) to present overview of Claims center.	EC Mgr's, Supervisors EC Mgr's, Supervisors	7-1-01 7-1-01	6-30-02 6-30-02
Outcome measurements: Documentation on Otis and Olie that UI training has been completed for staff throughout the region.			
<i>Strategy 3: Complete a new front end for PACMIS and implement imaging</i>	Responsible	Start	Finish
Region Action Items: 1. Keep staff informed of progress being made 2. Obtain hardware to allow for imaging and provide training on the technology 3. Implement the process by end of the year	Western Region Assigned Committee Participants ASM, EC Mgr's EC Mgr's, Supr's, Leads	7-1-01 7-1-01	on going on going
Outcome measurements: Imaging processes will be functioning in all Employment Centers by the end of 2001. Documentation on Otis and Olie that training on the new technology has been completed for staff throughout the region.			

<i>Strategy 4: Explore data broker systems</i>		Responsible	Start	Finish
Region Action Items: A. Provide region staff as requested for workgroup B. Update staff on progress C. Develop a matrix to track participants on data broker committees. Committee members are to give input and bring back information for further input by the region. Information to the region will be communicated through bullet statements distributed within five days.		EC Mgr's, Supervisors West Region Assign'd Part. Western Region Executive Secretary	7-1-01 7-1-01 7-1-01	6-30-02 6-30-02 8-3-01 - on going
Outcome measurements:				
<i>Strategy 5: Develop expertise to upgrade and support desktop technology</i>		Responsible	Start	Finish
Region Action Items: A. Assure that our service providers know and understand how to use the software B. Ensure that staff receive training opportunities C. The results of a staff survey will show 80% of the front line staff feel they have a working knowledge of the following programs: DWS Web Page, Intranet, Word, GroupWise, and Folio.		EC Mgr's, Supervisors EC Mgr's, Supervisors EC Mgr's, Supervisors	7-1-01 7-1-01 7-1-01	6-30-02 6-30-02 6-30-02
Outcome Measurements				
<i>Strategy 6: Teleconference for face-to-face</i>				
Region Action Items: 1. Keep current on the pilot being done 2. Pursue options for our region as the opportunity to expand pilots come about.		WREST WREST	7-1-01 7-1-01	6-30-02 6-30-02
Outcome Measurements:				
OVERALL SUCCESS MEASURES FOR THIS GOAL:				

Final Plan.wpd



GOAL # 3: Develop and implement a comprehensive vision and mission to address eligibility and quality child care issues			
<i>Strategy 1: Define the vision, mission, and roles for child care services and the Office of Child Care</i>	Responsible	Start	Finish
Region Action Items: 1. Provide input into what is developed	Region Director	7-1-01	6-30-02
Outcome measurements: Provide a designated Child Care liaison for each Employment Center.			
<i>Strategy 2: Enhance the role of the Child Care Advisory Committee</i>	Responsible	Start	Finish
Region Action Items: 1. Provide input as requested 2. Encourage communication	Vivian Brown All Service Providers	7-1-01 7-1-01	on going on going
Outcome measurements: Identify members of the Child Care advisory committee and make known to all staff how to access that person(s) and committee.			
<i>Strategy 3: Define success by researching other state models</i>	Responsible	Start	Finish
Region Action Items: 1. Provide input as requested	All Service Providers	7-1-01	on going
Outcome measurements: (none taken on region basis)			
OVERALL SUCCESS MEASURES FOR THIS GOAL:			

GOAL #4: Develop and implement a standardized statewide supportive services eligibility process that is consistent with DWS' vision, mission, and unifying principles.			

<i>Strategy 1: Develop and implement a simplified and standardized statewide process for initial and ongoing supportive services eligibility</i>	Responsible	Start	Finish
Region Action Items: A. Maintain a region eligibility workgroup (WREST) B. Educate the region on the new vision and obtain buy-in	RD, Kathy Leydsman, RST RD, RST	7-1-01 7-1-01	on going on going
Outcome measurements: WREST minutes will show all eligibility issues, strategies, and decisions.			
<i>Strategy 2: Meet or exceed performance measures on all levels including food stamp payments</i>	Responsible	Start	Finish
Region Action Items: 1. Ensure that supervisory edit are being done 2. Add eligibility requirement to all performance plans	Kathy Leydsman, RST, EC Mgr's RD, RST, Supervisors	7-1-01 7-1-01	on going on going
Outcomes measurements: Supervisory edits will show 92% accuracy or above.			
<i>Strategy 3: Implement a statewide eligibility training including new and experienced workers on an ongoing basis</i>	Responsible	Start	Finish
Region Action Items: A. Pursue establishment of additional teleconference sites if practical B. Assure that all supervisors have access to training modules and that they utilize those modules in training staff C. Assure that supervisors and managers review implementations with all staff	WREST, ASM RD, EC Mgr's RD, EC Mgr's, WREST	7-1-01 7-1-01 7-1-01	6-30-02 on going on going
Outcome measurements: Documentation on Otis and Olie that eligibility training has been completed for eligibility staff throughout the region. The average results of a self assessment survey is six months, will show an increase of comfort with eligibility policy and procedures by .5.			
<i>Strategy 4: Implement a bi-directional communication plan that includes all interested parties</i>	Responsible	Start	Finish

Region Action Items: A. Encourage use of the new Policy Help Desk B. Identify communication issues within and between offices and develop and implement plans to strengthen communications. C. Finalize agreement with other agencies and train staff on the agreed upon pathway D. <i>Managers will evaluate information for the Employment Centers on the Call Summary sheet for the Help Desk.</i>	RD, RST, CORE, WREST	7-1-01	on going
		7-1-01	on going
	WREST, CORE	7-1-01	on going
	WREST, RD, RST, EC Mgr's	7-1-01	on going
	RD, EC Mgr's		on going
Outcome measurements: WREST will report to region director on all progress made by the end of 2001. Help Desk calls will increase by 25% monthly.			
OVERALL SUCCESS MEASURES FOR THIS GOAL:			

GOAL #5: Create a culture of service quality for all DWS services consistent with the DWS vision of being a national leader.			
<i>Strategy 1: Simplify and standardize policy and procedures for all DWS programs and business processes with consistent implementation across divisions and regions</i>	Responsible	Start	Finish
Region Action Items: 1. Assure that staff follow the new state wide procedures as they are released. 2. Train the service providers to implement those procedures	RST, CORE EC Mgr's, Supr's, Leads & Identified Trainers	7-1-01 7-1-01	on going on going
Outcome measurements: On-site reviews will show that state-wide procedures are implemented and being followed.			
<i>Strategy 2: Develop and adopt a DWS quality model so every step is a value added step. Apply the model consistently across DWS</i>	Responsible	Start	Finish
Region Action Items: A. Identify and facilitate attendance at QUEST for performance training B. Identify region needs and put together quality circles to address those needs	RD, EC Mgr's, Supr's EC Mgr's, Supr's, Leads	7-1-01 7-1-01	6-30-02 6-30-02

Outcome measurements: a) Maintain a list of those who have attended QUEST. b) Each EC will participate in a “Quality Circle” and present results to the region.

Strategy 3: Develop a consistent standardized training system for initial, updates, and refresher courses for all employees

Responsible

Start

Finish

Region Action Items:

1. Identify region resources to assist in training efforts
2. Train region staff on the use of OLIE, OTIS, and STAN
3. Managers and supervisors will update all training records
4. Continue to utilize the implementation grid

SDS

Personnel,
RST, CORE
Fran Cannard

7-1-01

7-1-01

7-1-01

7-1-01

EC Mgr's,
Supervisors
EC Mgr's,
Supervisors

8-3-01
6-30-02

on
going
on
going

Outcome measures: Current training plans for every employee will reflect standardization for training. On-site reviews will monitor.

Strategy 4: Capture the “heart” of DWS employees to embrace quality culture

Responsible

Start

Finish

Region Action Items:

- A. Teach staff a quality improvement process
- B. Leadership to “show the way”
- C. Recognize and reward outstanding quality work by utilizing the region and state incentive programs
- D. Assure that staff have regular performance evaluations that recognize good works from line staff

Darren
Sheffer, EC
Mgr's, Supr's
RD, RST,
CORE

RD, RST

RD, RST,
CORE

7-1-01

7-1-01

7-1-01

7-1-01

on
going

on
going

on
going

on
going

Outcome measurements: Shown by an increase in the Service Provider Satisfaction Survey.

OVERALL SUCCESS MEASURES FOR THIS GOAL:

GOAL #6: Develop a management information system (MIS) that allows the State and Regional Councils to monitor the effectiveness of the workforce services system.			
<i>Strategy 1: Identify the information to be included in the MIS reports</i>	Responsible	Start	Finish
Region Action Items: A. Provide input to MIS workgroup B. Increase the number of Region Council members who have access to computer technology	RD, RST, CORE, & Region Council Co-Chairs RD, RST, & Region Council Co-Chairs	7-1-01 7-1-01	6-30-02 6-30-02
Outcome measurements:			
<i>Strategy 2: State and Regional Councils will evaluate the reports and modify them as needed</i>	Responsible	Start	Finish
Region Action Items: 1. Provide staff to Region Council as requested to assist in training council members to do this report	Region Council Co-Chairs, Roger Halladay, Howard Foremaster	7-1-01	on going
Outcome measurements:			
<i>Strategy 3: State and Regional Councils will be able to access the information electronically and at will</i>	Responsible	Start	Finish
Region Action Items: C. Provide trickle down computers for council members D. Provide training on use of the technology	RD, RST, EC Mgr's CORE, Region IT Staff	7-1-01 7-1-01	on going on going
Outcome measurements:			
<i>Strategy 4: State and Regional Councils will learn what the information and data represent, learn to interpret them, and use them in the decision-making</i>	Responsible	Start	Finish
Region Action Items: 1. Provide staff as a resource as requested	Region Council Co-chairs, Roger Halladay	7-1-01	on going

Outcome measurements:
OVERALL SUCCESS MEASURES FOR THIS GOAL:

GOAL #7: Business Services: Increase the market share of our target employer markets. Though all employers are DWS customers, the target market, as defined by the State Council, is small-to-medium-size businesses with less than 100 employees.

<i>Strategy 1: Promote positive brand identification of DWS</i>	Responsible	Start	Finish
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Region Action Items: 1. Ensure that all workers have business cards 2. Ensure use of “brand” in advertising 3. Purchase promotional distribution items 4. Distribute the promotion materials 5. Encourage community involvement 6. Participate in Community Service Projects as DWS employees	EC Mgrs, Supervisors BS Mgr, EC Mgr’s, BC’s BC’s, BS Mgr BC’s, Service Providers EC Mgr’s, BC’s, Serv Prov. EC Mgr’s Supr’s, BC’s	7-1-01 7-1-01 7-1-01 7-1-01 7-1-01 7-1-01	8-3-01 on going 8-3-01 on going on going on going
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Outcome measurements: Increased percentage in first-time users as measured by the Employer Satisfaction Survey over the previous year.

<i>Strategy 2: Educate employers about what DWS can do for them to assist them to improve their bottom line</i>	Responsible	Start	Finish
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Region Action Items: 1. Train all Business Consultants on the services that we can provide to employer customers 2. Ensure that BC staff have presented this material to area employers 3. Utilize seminars, workshops, and one on one presentation where appropriate 4. Promote use of the self-help manual by employers. 5. Train employers on use of the internet 6. Continue to offer job fairs and career seminars		BS Mgr, EC Mgr's, BC's & Supervisors BS Mgr, EC Mgr's, Supr's EC Mgr's, BC's, Supr's EC Mgr's BC's, Supr,s BC's, EC Service Providers EC Mgr's, Supr's, BC's, SP's	7-1-01 7-1-01 7-1-01 7-1-01 7-1-01 7-1-01	on going on going on going on going on going on going
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Outcome measurements: Increase by 5% the number of Employer contacts over the previous year.

<i>Strategy 3: Provide employer access to qualified applicants</i>	Responsible	Start	Finish
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Region Action Items: 1. Provide skills testing for job seekers 2. Allow employers to use our building to recruit staff 3. Utilize the self-help portion of our centers 4. Participate in job expos opportunities		EC Mgr's, Supr's, Svc Prov EC Mgr's, Supr's, BC's BC's, IS's, Service Provdrs All DWS EC Staff	7-1-01 7-1-01 7-1-01 7-1-01	on going on going on going on going on going
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Outcome measures: Increase on employer satisfaction survey on questions related to “qualified applicants”.

<i>Strategy 4: Provide outreach to job seekers</i>	Responsible	Start	Finish
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Region Action Items: 1. Educate our customers to use our self-help area 2. Provide workshops on job seeking and job keeping skills and resume 3. Host individual job fairs and career fairs 4. Support other community partners in efforts		BC's, Service Providers EC Mgr's EC Mgr's, BC's RD, RST, EC Mgr's, BC's	7-1-01 7-1-01 7-1-01 7-1-01	on going on going on going on going on going
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Outcome measurements: 1)Identify numbers of workshops, job fairs and customers at the self help centers. 2) Run “532's”.

OVERALL SUCCESS MEASURES FOR THIS GOAL:

GOAL #8: Employment Exchange: By 2002, the employment exchange activity will evolve through the introduction and maturation of UWORKS.				
<i>Strategy 1: Develop employment counselors to become facilitators to instruct groups of both job seekers and employers on how to access the tools of this system</i>	Responsible	Start	Finish	
Region Action Items: 1. Train staff in facilitation skills 2. Conduct workshop on UWORK in all centers for our external customers 3. Participate in local chamber of commerce activities 4. Train all employment counselors in the Sales Manual curriculum	SDS Staff EC Mgr's, Supr's, BC's EC Mgr's, Supr's, BC's EC Mgr's, Supr's, BC's, SP BS Mgr, EC Mgr's, BC's	7-1-01 7-1-01 7-1-01 4-1-01	on going on going on going on going 6-30-02	
Outcome measurements: 90% of staff who provide services to employers, will have received Sales Manual training as documented on Otis and Olie.				
<i>Strategy 2: Employment Centers will become the hubs of the wheel of employment exchange activities, with the spokes of the wheel being community partners</i>	Responsible	Start	Finish	
Region Action Items: 1. Develop LPA with our community partners and other agencies 2. Educate the community on the value of the services that we provide 3. Continue to be involved in the local schools through out reach activities 4. Continue to contract to pool resources to meet goals 5. Participate in Civic Organizations to maintain networking with community partners 6. Develop a matrix to track staff who are participating on committees and are involved in community groups.	Assigned SDS Staff, EC Mgr's, BC's EC Mgr's, BC's, SP's CORE, Assigned Staff EC Mgr's EC Mgr's, Supr's, BC's & assigned staff Region Executive Secretary, assigned Region SDS staff	7-1-01 7-1-01 7-1-01 7-1-01 7-1-01 7-1-01	8-3-01 on going on going on going on going 8-3-01	

Outcome measurements: Increased communication and improved relationships with community partners.				
Strategy 3: DWS will provide our employment counselors with the tools and training to personally develop quality assessments and career counseling thus becoming a world-class workforce.		Responsible	Start	Finish
Region Action Items: 1. Ensure that all staff complete Core Curriculum Training 2. Facilitate review trainings 3. Develop a yearly training plan for each service provider		Assigned SDS staff, EC Mgr's, Supr's, Leads	7-1-01	on going
			7-1-01	
		CORE EC Mgr's, Supr's, Leads	7-1-01	on going on going
Outcome measures: Documentation on Otis and Olie that Core Curriculum training has been completed for employment counselors throughout the region. The average results of a self assessment survey in six months, will show an increase of comfort with quality assessments and career counseling by .5%.				
Strategy 4: DWS will allocate greater resources and look for new funding sources to create and simplify state and federal policies		Responsible	Start	Finish
Region Action Items: 1. Provide input on regional needs through appropriate channels 2. Negotiate contract and partner in grant writing 3. Continue to actively participate in LIC efforts in all areas.		RST, CORE, SDS Staff	7-1-01	on going
		EC Mgr's, Supr's & ASM	7-1-01	on going
		EC Mgr's, Supr's & assigned EC Staff		on going
Outcome measurements: (success will be measured by the continuation of current partnerships and additionally, shown by an increase in new partners over the previous years level)				
OVERALL SUCCESS MEASURES FOR THIS GOAL:				

GOAL #9: Employment Counseling: Continue to strengthen and improve on the concepts of deploying employment counseling services to the entire range of the job seeker population. The duration and level of services varies from a light touch to intensive, depending on the individual needs of the job seekers.	
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<i>Strategy 1: Focus on the provision of service that will assist in stabilizing the entry level job seeker in the labor market</i>		Responsible	Start	Finish
Region Action Items: 1. Utilize formalized testing and assessment throughout the region 2. Educate our customers on the full array of services offered in DWS such as supportive services, training, testing, workshops, worksite learning, etc. 3. Supervisors need to continue to edit the work of service providers to ensure that employment plans follow the SMART criteria		Employment Counselor Workgroup, SDS Staff Service Providers, Supr's EC Mgr's, RST, CORE, & RD	7-1-01 7-1-01 7-1-01	on going on going on going
Outcome measurements: On-site reviews (<i>and case edits</i>) will show better use of Assessment and Testing results in employment plans.				
<i>Strategy 2: Focus on the expansion of services to the job seeker to assist them in obtaining a “better job.” This involves focusing on the high level of skills needed to compete in a global economy</i>		Responsible	Start	Finish
Region Action Items: 1. Train service providers to recognize customer who need training services 2. Increase use of worksite learning opportunities 3. Partner with education, ATC's and other agencies		EC Mgr's, Supr's, assigned SDS staff, Service Providers EC Mgr's, Supr's, BC's, SP EC Mgr's	7-1-01 7-1-01 5-1-01	on going on going on going
Outcome measurements: <i>As reflected by an increase in the number of customers that have completed OJT's, Training Programs, WIA, and work site learning opportunities with a positive outcome by years end..</i>				
<i>Strategy 3: Focus on improving employment counselors' ability to connect the labor market information and projections and better utilize the tools such as assessment and vocational counseling, available for job seekers</i>		Responsible	Start	Finish
Region Action Items: S Train service providers on information that is available on the “net” on our DWS web page. S Offer training by our regional economist on how to access other information		SDS Staff, EC Mgr's, Supr's EC Mgr's, BC's, Reg Economist	5-1-01 5-1-01	on going on going
Outcome measures: LMI training will be provided to every EC by years end.				
<i>Strategy 4: Focus on transitioning ourselves and DWS customers to “self-help” or self-directed services where appropriate</i>		Responsible	Start	Finish

Region Action Items:		Kathleen Johnson, RST, CORE	7-1-01	on going
S	Ensure that self-help manuals are kept up to date and that customers are trained on that use.			
S	Conduct seminars on self-help resources		7-1-01	
S	Continue our enhancement of our self-help areas		7-1-01	6-30-02
S	Transition our staff to this new paradigm shift	EC Mgr's, Supr's, RD EC Mgr's, Supr's, RD EC Mgr's, Supr's, RD	7-1-01	on going on going on going
Outcome measurements: Record the number of seminars given on self-help services <i>in each EC throughout the region.</i>				
OVERALL SUCCESS MEASURES FOR THIS GOAL:				

GOAL #10: Eligibility Services: By the year 2002, regional eligibility services will be stabilized to provide quality customer services that are responsive to community needs				
Strategy 1: Accuracy rates will be increased; working towards food stamp enhanced funding		Responsible	Start	Finish
Region Action Items:		RST, CORE, WREST WREST RST		
S	Continue to adhere to supervisory edit requirements		7-1-01	on going
S	Provide training to staff as needed		7-1-01	on going
S	Review resources allocation		7-1-01	on going
Outcome measurements: Region will achieve 92% accuracy rate in all programs.				
Strategy 2: Policy will be aligned		Responsible	Start	Finish
Region Action Items:		EC Mgr's, Supr's, Leads	7-1-01	6-30-02
S	Implement changes in policy			
Outcome measurements: 92% of all fair hearings will be affirmed.				

<i>Strategy 3: Reduce turnover in eligibility staff</i>		Responsible	Start	Finish
Region Action Items: 1. Listen to the voice of the worker 2. Work towards equalization of workload throughout the region		EC Mgr's, Supr's, Leads RST, CORE, WREST, Empl Counselor Wkgroup	7-1-01 7-1-01	on going on going
Outcome measures: Less than 10% turnover in eligibility staff in the region.				
<i>Strategy 4: Work with federal partners and other partners to align funding systems</i>		Responsible	Start	Finish
Region Action Items: 1. Provide input and support state efforts		RD, RST, CORE	7-1-01	on going
Outcome measurements: (Skipped)				
<i>Strategy 5: Employees to be valued as professionals (with appropriate rewards)</i>		Responsible	Start	Finish
Region Action Items: 1. Utilize region and state incentive reward system 2. Involve eligibility staff in all center projects 3. Provide training opportunities as needed 4. Encourage attendance at state wide conferences		RD, RST, EC Mgr's, Supr's EC Mgr's, Supr's EC Mgr's, Supr's EC Mgr's, Supr's, RD RST, CORE	7-1-01 7-1-01 7-1-01 7-1-01	on going on going on going on going
Outcome measurements: The internal customer satisfaction survey will show on the overall satisfaction question, an increase of .1%.				
<i>Strategy 6: Create consistency in policy implementation</i>				
Region Action Items: 1. Implement state wide policy and procedures as they are developed 2. WREST will continue to review for consistency 3. Management will support implementation process		EC Mgr's, Supr's, Leads RST, CORE RD, RST, CORE	7-1-01 5-1-01 5-1-01	on going on going on going
Outcome measurements: Increased accuracy rates for all programs.				

<i>Strategy 7: Strengthen the relationship between eligibility service centers and employment centers</i>				
Region Action Items: 1. ESC and EC staff will share a common location as soon as possible 2. Identify communication issues and submit them to WREST 3. Implement Eligibility Design recommendation throughout the region		RD, RST, EC Mgmt RST, CORE, EC/ESC SP's WREST. RST, CORE	7-1-01 7-1-01 7-1-01	5-1-01 on going on going
Outcome measurements: Increased accuracy rates for all programs and a significant decrease in Food Stamp Employment and Training errors.				
<i>Strategy 8: Obtain multiple program waivers</i>				
Region Action Items: 1. Recognize need and provide input for possible waivers		SDS Staff, Region Management, WREST	7-1-01	on going
Outcome measurements:				
<i>Strategy 9: Define accurate workload standards</i>				
Region Action Items: 1. Determine a regional workload standard and distribute workload accordingly		RST	7-1-01	8-3-01
Outcome measurements:				
<i>Strategy 10: Address 15% Temporary Assistance for Needy Families administrative cap</i>				
Region Action Items: 1. Ensure that staff are trained on policy that is developed and ensure that they apply extensions correctly		EC Mgr's, Supr's	7-1-01	on going
Outcome measurements:				
<i>Strategy 11: Have a contingency plan dealing with waiver impacts</i>				
Region Action Items: 1. React as necessary to changes 2. Wrest will formulate plans as necessary		SDS Staff, RST, WREST, CORE WREST, SDS Staff	7-1-01 5-1-01	on going on going
Outcome measurements:				
<i>Strategy 12: Continue to update policy knowledge for all</i>				

Region Action Items: 1. Utilize implementation process 2. Provide additional training opportunities as needed 3. Look at development of region training resources	EC Mgmt EC Mgr's, Supr's, Leads RST, CORE	5-1-01 5-1-01 5-1-01	on going on going on going on going
Outcome measurements:			
OVERALL SUCCESS MEASURES FOR THIS GOAL:			

GOAL #11: Services to Insured Workers: Services to insured workers continue to be focused long-term on automated systems.			
<i>Strategy 1: UWORKS/GUIDE operating systems will be integrated</i>	Responsible	Start	Finish
Region Action Items: 1. Train staff on how to use UI information that will integrate into UWORKS	EC Mgrs' Supr's, assigned SDS Staff	5-1-01	on going
Outcome measurements: A record is kept on trainings provided to staff			
<i>Strategy 2: Internet filing</i>	Responsible	Start	Finish
Region Action Items: 1. Encourage our job seeker customer to use internet filing and provide training to them	EC Mgmt, BC's, EC Service Providers	7-1-01	on going
Outcome measurements: (Group felt N/A)			
<i>Strategy 3: direct deposit capability</i>	Responsible	Start	Finish
Region Action Items: 1. Share information as appropriate	EC Mgmt, EC Sp's	5-1-01	on going as developed
Outcome measures: (Group felt N/A)			
<i>Strategy 4: E-access and reporting for employers and claimants</i>	Responsible	Start	Finish

Region Action Items: 1. Train staff on services as they are developed	EC Mgmt & Assigned SDS Staff	7-1-01	on going as developed
Outcome measurements: (group felt N/A)			
<i>Strategy 5: Study the feasibility of E-appeals/video conferencing</i>			
Region Action Items: 1. Support state efforts	All Western Region DWS Staff	7-1-01	on going
Outcome measurements: (Group felt N/A)			
<i>Strategy 6: Partnership with EC's for re-employment services</i>			
Region Action Items: 1. Continue to work weekly list of claimants to get these customers into the system	EC Mgr's, Supr's	5-1-01	on going
Outcome measurements: Customers name no longer appears on unregistered list.			
<i>Strategy 7: Partnership with State Tax Commission and Department of Commerce</i>			
Region Action Items: 1. No region activity needed	N/A	N/A	N/A
Outcome measurements: (group felt N/A)			
<i>Strategy 8: Policy development related to the above listed automation changes</i>			
Region Action Items: 1. Provide input through RD as needed	SDS Region Staff, All WR Staff	7-1-01	on going
Outcome measurements: (Group felt N/A)			
OVERALL SUCCESS MEASURES FOR THIS GOAL:			

Bear River North Regional Council Goals for 2001-2002

Training Committee:

Goals for Next Fiscal Year:

- < Develop training priorities
- < Coordinate planning and development of Workforce Services

- < Incumbent worker skills
- < Basic skills training for youth
- < ESL considerations
- < Customer job training
- < Address training issues
- < Incumbent worker skills TANF Rainy Day Funds
- < Developing Contracts and RFP's for TANF Rainy Day Funds
- Joint Employers/DWS Initiatives
- Job Retention Training For Employees
- Basic Computer Training

Low Income Self-sufficiency Committee:

Goals for Next Fiscal Year:

- < Focus on the high risk population
 - Youth
 - Adults
 - < ESL considerations
 - < Child care
 - < Transportation for supportive services customers
 - < Developing Contracts and RFP's for TANF Rainy Day Funds:
 - Down Payment for Vehicle
 - Low Interest Loans
 - Van Service
 - Vehicle Repairs, Maintenance and Operating Costs
 - < Developing Contracts and RFP's for TANF Rainy Day Funds: the lack of adequate housing is a barrier in obtaining employment and achieving self-sufficiency.
 - A. Emergency Rent for Customers not Eligible for EA Funds
 - B. Emergency Utilities when HEAT Program not Available
 - C. Emergency Home Repairs when HEAT Program not Available
 - D. Weatherization when HEAT Program not Available
 - E. Emergency Temporary Shelter when Customers are Evicted or Released from Institutions
- These contracts/RFP's will be completed by September 30, 2001.

Marketing Committee:

Goals for Next Fiscal Year:

- < Identify location for employment centers and expansions
- < New building for Brigham City

- < Changing needs of employers
- < Coordinate with other councils, boards, etc.
- < Work with the Box Elder County Employer Committee
- < Public awareness/publicity at job fairs
- < Public input - meetings and electronic job board for survey
- < Small business connection
- < Improve customer accessibility to services offered
- < Focus on the employment exchange functions

Youth Council:

Goals for Next Fiscal Year: < Youth Programs

- < Basic Skills Training for Youth
- < Connection with schools
- < Continue the WIA youth contract with BRAG
- < Developing Contracts and RFP's for TANF Rainy Day Funds: direct the Youth TANF Rainy Day Funds to reach youth in TANF families.
- Expansion of FACT Program
- Trackers for Youth in Juvenile Justice System
- Program to Keep Youth in School or Assist "Drop Outs" Obtain GED
- Prevention of Unwed Pregnancies Program

Wasatch North Regional Council Goals for 2001-2002

Community Relations:

Goals for Next Fiscal Year

- Developing Contracts and RFP's for TANF Rainy Day Funds
- Down Payment for Vehicle
- Low Interest Loans
- Van Service
- Vehicle Repairs, Maintenance and Operating Costs

Facilities:

Goals for Next Fiscal Year:

- Temporary Placement Office (TPO): update the 5 Year Facilities Plan to include the TPO with a projected relocation date of October 1, 2001.

Roy Employment Center: The completion date goal is September 15, 2001.

Woods Cross Employment Center: The completion date goal is October 15, 2001.

Developing Contracts and RFP's for TANF Rainy Day Funds: The Facilities Task Force will develop contracts/Requests for Proposals (RFP's) for housing as the lack of adequate housing is a barrier in obtaining employment and achieving self-sufficiency.

A. Emergency Rent for Customers not Eligible for EA Funds

B. Emergency Utilities when HEAT Program not Available

C. Emergency Home Repairs when HEAT Program not Available

D. Weatherization when HEAT Program not Available

E. Emergency Temporary Shelter when Customers are Evicted or Released from Institutions

These contracts/RFP's will be completed by September 30, 2001.

Training:

Goals for Next Fiscal Year:

Developing Contracts and RFP's for TANF Rainy Day Funds

Joint Employers/DWS Initiatives

Job Retention Training For Employees

Basic Computer Training

Improve Coordination between DWS and Education

Youth Council:

Goals for Next Fiscal Year:

Continue the WIA youth contract with FTT

Continue to provide services year round, geared to the needs of the multi barrier youth with a high level of accountability to best use available dollars

Renew Contract with Futures Through Training

Direct the Youth TANF Rainy Day Funds to reach youth in TANF families

Partner with other providers

Develop community support